

# STATE

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July/August 2017

# MAGAZINE

Events focus on  
innovation, improving lives

Mission Argentina takes its  
message outside the capital

Office formulates Arctic, Antarctic policy



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*Photo by Charles Roffey*

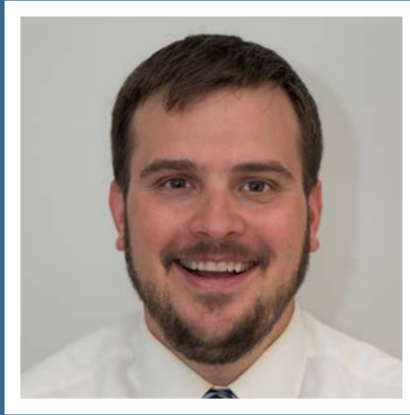


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An IceBridge Mission photo shows a large crack in the Larsen C ice shelf in Antarctica.

*Photo by Stuart Rankin*





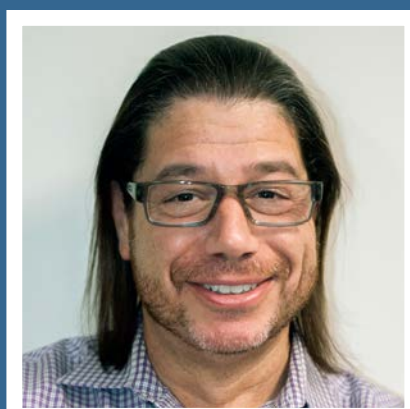
Isaac D. Pacheco  
Editor-in-Chief  
pachecoi2@state.gov



Ed Warner  
Deputy Editor  
warneres@state.gov



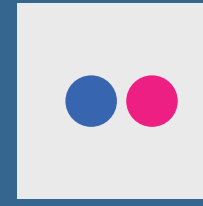
Luis A. Jimenez, Jr.  
Art Director  
jimenezla@state.gov



David-Kevin T. Bryant  
Associate Editor  
bryantdt@state.gov



Hana A. Adeni  
Editorial Intern  
adeniha@state.gov



## State Magazine

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2401 E Street NW, Room H232

Washington DC 20037

[statemagazine@state.gov](mailto:statemagazine@state.gov)

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# STATE

## MAGAZINE





Under Secretary for Political Affairs Tom Shannon, center right, and FSI Director Nancy McEldowney, center left, pose with members Ambassador Grove's family alongside the plaque commemorating the Grove Atrium inauguration.

*State Department photo*

## FSI Atrium Honors Ambassador Grove

On May 19, FSI dedicated its central atrium to honor former FSI Director Ambassador Brandon H. Grove Jr., who worked to secure FSI's move to its current campus. Nearly a year to the day after Grove's death, FSI welcomed his family members and friends, including his four children, along with former FSI Directors Ambassador Ruth Davis and Dr. Ruth Whiteside, for the event.

FSI Director Ambassador Nancy McEldowney spoke of Grove's role in shaping what would become the George P. Shultz National Foreign Affairs Center and previewed plans for future construction there. Under Secretary for Political Affairs Tom Shannon also spoke, recalling when, as a junior officer, he interacted with Grove, then ambassador to Zaire. Former Secretary of State George Shultz sent a message citing Grove's "invaluable contributions" to FSI. FSI Transition Center Director Ray Leki recalled working for Grove and how he inspired big picture thinking among his staff.

During his tenure, Grove envisioned how the Department should train foreign affairs professionals, seeking to not have FSI simply "march in place" but instead be "a haven from which to anticipate and support America's role in uncertain times." This year, FSI celebrates its 70th anniversary, focusing on continual improvements to course content, methodology and delivery. As Under Secretary Shannon stated, "FSI is a precious resource for the Department of State and the entire U.S. foreign affairs community." ■





This wall seal adorned the earlier consular agency in Oran and is now part of the historical exhibit.

*Photo by Stuart R. Denyer*

## Embassy Algiers Creates Historical Display

The U.S. Embassy in Algiers' consular section recently did housecleaning and found historical artifacts—such as 1960s-era photo registration cards for American citizens in Algeria. These and other artifacts were preserved for posterity.

Other items were tossed as part of the spring cleaning. The winnowing resulted in a historical display in the embassy atrium, contained in a handsome cabinet built by the post's carpenters. Just some of the items on display include a tabletop impression seal from the former U.S. Consulate in Oran (closed in 1993), a handwritten logbook started in 1943 at the consulate general describing events in the life of the consulate up to 1974, a 1913 telegram about an oil discovery in Algeria and a large wall seal from the earlier consular agency in Oran, which closed in 1937.

In addition, a wealth of historical detail on U.S.-Algeria relations was available, courtesy of the research of former Ambassador to Algiers Christopher Ross and can now be found on the Embassy Algiers [website](#). Similarly, a 1935 diary kept by consulate staff provides insight into life at post, such as a suggestion that the consulate use the freight capabilities of the then new Hindenburg airship for faster service.

More recently, retired Ambassador Edward Peck provided historic photos and dramatic anecdotes from his time as consul in Oran from 1966 to 1969. Gerald Loftus, the last consul in Oran (he departed post in 1993) did likewise. To celebrate the exhibit, the current consul, Stuart Denyer, presented a lunchtime talk to embassy colleagues on post's consular services in Algeria since 1790. ■





The Third Prize winning team in the competition's Social Entrepreneurship category pitches its idea to the judges June 14. The team includes, from right, team leader Bui Ha Phuong, Nguyen Hoai Thu and Nguyen Trong Tung.

*Photo by Embassy Hanoi*

## Embassy Promotes Entrepreneurship in Vietnam

To promote entrepreneurship and innovation in Vietnam, the American Center in Hanoi concluded its second Ambassador's Entrepreneurship Challenge in June with the awarding of prizes to nine teams that won in three categories, including Social Entrepreneurship. All winning teams will receive further training, expand their network to potential investors and mentors, and receive access to workspaces.

The first prize winners will also receive scholarships to attend the Vietnam Executive MBA at the University of Hawaii. Ambassador Osius said the competition helps entrepreneurs in Vietnam connect with investors, mentors and trainers.

The American Center created this initiative in 2016 to help Vietnam foster a vibrant entrepreneurial ecosystem and to promote English as a business language, since applicants must submit applications and make their pitches for financing in English. The center recruited the involvement of sponsors, investors, trainers and successful entrepreneurs who volunteered to screen the applications to enter the Challenge, judge regional competitions in Hanoi and Ho Chi Minh City, provide virtual training on entrepreneurship and conduct in-person full-day coaching sessions just before the national pitch competition.

The Challenge garnered 134 teams from Hanoi, Ho Chi Minh City, Danang and Thai Nguyen to compete for the nine top national prizes. One first-place winner uses low-cost recycled red buckets to generate wind energy in remote areas not served by the nation's electrical grid. Each turbine costs about \$70, is easy to assemble and can store electricity for three days. Another top winner offered a web site that connects property owners who wish to build or renovate properties with architects, suppliers and construction workers. A third top winner's service links busy professionals seeking low-cost nutritional lunches with stay-at-home moms or under-employed persons, who wish to make the meals for extra income. ■





IRM's Strategic Planning team includes, from left, Chris House, Julie Detter, Don Hunter, Carrie Fox-Myers and Mary Yoshioka. The team developed the Department's IT strategic plan for fiscal years 2017-2019.

*Photo by Cynthia Houston*

## IRM Assesses IT Plan at One-Year Point

At about this time last year, the Bureau of Information Resource Management's (IRM) Strategic Planning Division (SPD) finalized the Department IT Strategic Plan (ITSP) for fiscal years 2017-2019. Then, Chief Information Officer (CIO) Frontis Wiggins spoke of the plan as a touchstone for embracing rapidly changing technologies.

"We must think boldly to identify and implement forward-leaning solutions that support operational tempo and real-time diplomacy," Wiggins said. "We must take calculated risks to give our customers reliable products that access the Department's data and allow our diplomatic workforce to make informed decisions."

As the plan's first anniversary nears, SPD is reviewing progress toward the plan's goals and engaging with stakeholders. Each of the plan's strategic themes, such as Innovative Diplomacy and Global IT Infrastructure, is connected to actionable, trackable performance metrics that are tied to one or more objectives. These metrics drive the plan's outcomes. SPD worked with stakeholders to create benchmarks and apply quarterly milestones for each metric. "Engaging our stakeholders led to meaningful conversations about the future and, ultimately, a shared vision and integrated IT plan," said Wiggins.

Bureau stakeholders have reported milestones in the areas of electronic records, data analytics, capital planning and customer service, and quarterly performance reports are on the ITSP website. The SPD will publish its first annual review of the plan, including a comprehensive strategic plan assessment report.

The ITSP arises from a collaborative approach. The SPD will build on its success as it readies the launch of a multiphased approach to developing the next IT strategic plan and will solicit ideas and feedback in early 2018. Contact [ITStrategicPlanning@state.gov](mailto:ITStrategicPlanning@state.gov) if interested in participating. ■





U.S. Marines with Military Police Company Alpha, 4th Law Enforcement Battalion, and the Jordanian 77th Marine Battalion, participate in a Non-Lethal Weapons and Tactics Course during Eager Lion 17. Eager Lion is an annual U.S. Central Command exercise in Jordan designed to strengthen military-to-military relationships between the U.S., Jordan and other international partners. *Photo by USMC Cpl. Travis Jordan*

## Exercise Helps Military Fight Terrorism

U.S. Central Command's seventh annual Eager Lion exercise (EL17) in Jordan in May included more than 7,000 participants from 23 countries, performing exercises involving amphibious assault vessels and B-1 bombers. The two-week event is designed to foster relationships with international partners and military leaders, and featured a command post exercise where military leaders role-played a military campaign in an imaginary country. More than a tabletop exercise, this element of Eager Lion featured a full-scale field headquarters with dozens of multinational officers and staff solving problems as a cohesive unit.

For the exercise, the imaginary partner nations, including "Blueland," faced threats, such as Blueland losing some territory to "M9 terrorists" from one of its ethnic minorities. "The exercise helped military leaders see the importance of identifying an ethnic group's grievances and how they might be exploited," said FSO Seiji Shiratori, who functioned as political advisor to the exercise's Combined Joint Task Force-Blueland (CJTF-B). The military leaders he worked with then used diplomacy to persuade the government of Blueland to address those grievances using development assistance, he said. Shiratori, who was the only FSO participating, added, "The next iteration of Eager Lion could benefit from more State Department participation."

EL17 participants also learned that partner nations have real reasons for their opposition, and that coercing them to simply say "yes" can be counterproductive. In the exercise, Blueland had only one seaport for moving the task force's equipment and supplies to the fight, but when a labor strike and other problems closed the facility, CJTF-B sought neighboring countries for an alternate port. A neighboring country did agree to help, but had restrictions on what materials could transit it. That, said Shiratori, required him to help CJTF-B address the mutual distrust between the populations of the two mythical nations, which shared the need to fight a terrorist insurgency. ■





Award winner Dolores Prin holds a sea turtle during her visit to an Okinawa aquarium, part of the U.S. Consulate General in Naha's work on climate change and conservation.

*State Department photo*

## PDAA Award Winners Showed Creativity

The 2017 PDAA award winners innovated, reached foreign audiences and operated in challenging environments, said PDAA, a nonprofit composed of current and former Department of State public diplomacy professionals and others. The five awardees honored in May were nominated by U.S. Embassies and offices in Washington, D.C. They included Public Affairs Officer Dolores Prin (U.S. Consulate General in Okinawa), Deputy Public Affairs Officer Justen Thomas (U.S. Embassy in Havana), Miami Media Hub Director Lydia Barraza, Public Affairs Officer Jay Raman (U.S. Embassy in Phnom Penh) and EducationUSA Adviser Alia Alkhraisha (U.S. Consulate General In Dubai) in Dubai.

Prin had fostered a positive image of America in Okinawa, doing outreach, particularly to young Okinawans, that included creation of a cartoon character and unofficial post spokesperson. The character helped increase the post's Japanese Facebook "likes" by more than 600 and tripled its English-language Facebook views. Barraza and Thomas galvanized public support for the normalization of U.S.-Cuban relations by helping the Department of State shape a consistent narrative, on its terms, said the nomination. Thomas conducted more than 100 interviews with Spanish-language outlets from Miami. Barraza's daily updates helped the ambassador engage with global media outlets.

Raman, said Deputy Chief of Mission Julie Chung, is overseeing the largest Ambassadors Fund for Cultural Preservation project ever, restoration of the Phnom Bakheng temple. Raman also has helped get looted Cambodian cultural property returned and worked to promote sustainable development of several UNESCO World Heritage Sites in the country.

In Dubai, Alkhraisha organized and participated in more than 60 major outreach events for EducationUSA, reaching more than 38,000 students and educators. Visitors to the educational advising center have doubled over the last year, and the number of Emirati high school graduates pursuing U.S. higher education has grown for the sixth consecutive year.

More information about PDAA is at [www.publicdiplomacy.org](http://www.publicdiplomacy.org). ■



# Diversity Notes

GREG SMITH  
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## No 'Vegas Rule' for Social Media

Unlike the old rule that “what happens in Vegas, stays in Vegas,” what happens on the Internet, does not always stay on the Internet. Social media has become pervasive and a part of everyday life for most. Whether you are checking the news on Twitter, keeping up with family on Facebook, networking on LinkedIn or sharing your favorite moments on Snapchat, you are spending time—perhaps an inordinate amount of time—on the Internet or social media each day. And how could we not? It’s entertaining, informative, addictive to some and simply in the palm of our hands.

As a result, social media has completely transformed how we live. Digital platforms are great tools for connecting with loved ones, sharing information and staying up-to-date with current events, and have been used as the genesis for global, social movements. Despite these positive aspects, one of the negative side effects of our ever-more interconnectedness has been a rise in workplace misconduct that is tied to social media.

Discriminatory or harassing conduct made by or to an employee that occurs via social media and is related to the workplace may lead to complaints that land in the Office of Civil Rights. Offensive content that an employee posts on a blog, Facebook, Twitter or other platforms, coupled with other incidents in the workplace, could potentially result in allegations of discrimination or harassment. For example, sending derogatory Facebook messages to a colleague about his or her religion, or sexually explicit content that is unwelcome, could be considered workplace harassment in certain circumstances, if the effect of such conduct significantly impacts an employee’s ability to do his or her job.

As Department employees, we should always be mindful of our conduct, even on social media, and actively think before making derogatory or potentially discriminatory comments. Additionally, we must adhere to the Department’s policies regarding use of social media (5 FAM 792 and 723). When accessing social media for personal use, we have an obligation not to disclose nonpublic information or claim to represent the Department, and we must abide by ethics rules and other applicable Department policies. If you’re accessing social media while at work for personal use, remember to do so moderately.

My message to you: Remember, everything that happens on the Internet, does not always stay on the Internet. Regardless of your chosen social media platform, refrain from activities that may potentially lead to allegations of workplace discrimination or harassment. Let’s all do our part to use innovative social media tools responsibly, rather than in ways that could detrimentally affect our work environment.

Employees who have concerns about workplace discrimination or harassment tied to social media may raise their concerns to S/OCR at [SOCR\\_Direct@state.gov](mailto:SOCR_Direct@state.gov). ■



## Ocean and Polar Affairs

Office formulates Arctic, Antarctic policy

By Liz Boeck and Elizabeth Kim, foreign affairs officers, Office of Ocean and Polar Affairs   Photos by Ed Warner

**T**he world's oceans interconnect, forming one large body of water covering 71 percent of the Earth. In the Arctic—an ocean surrounded by land—and the Antarctic—land surrounded by ocean—multiple countries collaborate to address scientific, economic and political issues. Conservation and sustainable use of the ocean and poles are global issues requiring an integrated foreign policy. The Office of Ocean and Polar Affairs (OPA) within the Bureau of Oceans and International Environmental and Scientific Affairs (OES) formulates and implements U.S. policy on international issues concerning the ocean, Arctic and Antarctic.

The office's team of Civil Service and Foreign Service staff is led by Director Evan Bloom, who joined the office in 2006 after many years in the Legal Adviser's Office, and Deputy Director Chever Voltmer, a senior FSO with broad experience at overseas posts. OPA has more than 20 staff members at Main State and about 10 in its affiliated Extended Continental Shelf Project Office in Boulder, Colo.



Office Director Evan Bloom points out geographic features on a 3-D map depicting ocean trenches.

Recently, one of OPA's primary undertakings has been leading the two-year U.S. chairmanship of the Arctic Council, the primary forum for promoting cooperation, coordination and interaction among the eight Arctic States, Arctic indigenous communities and other Arctic inhabitants. Led by Julia Gourley, the U.S.   | *Cont.* | ▼

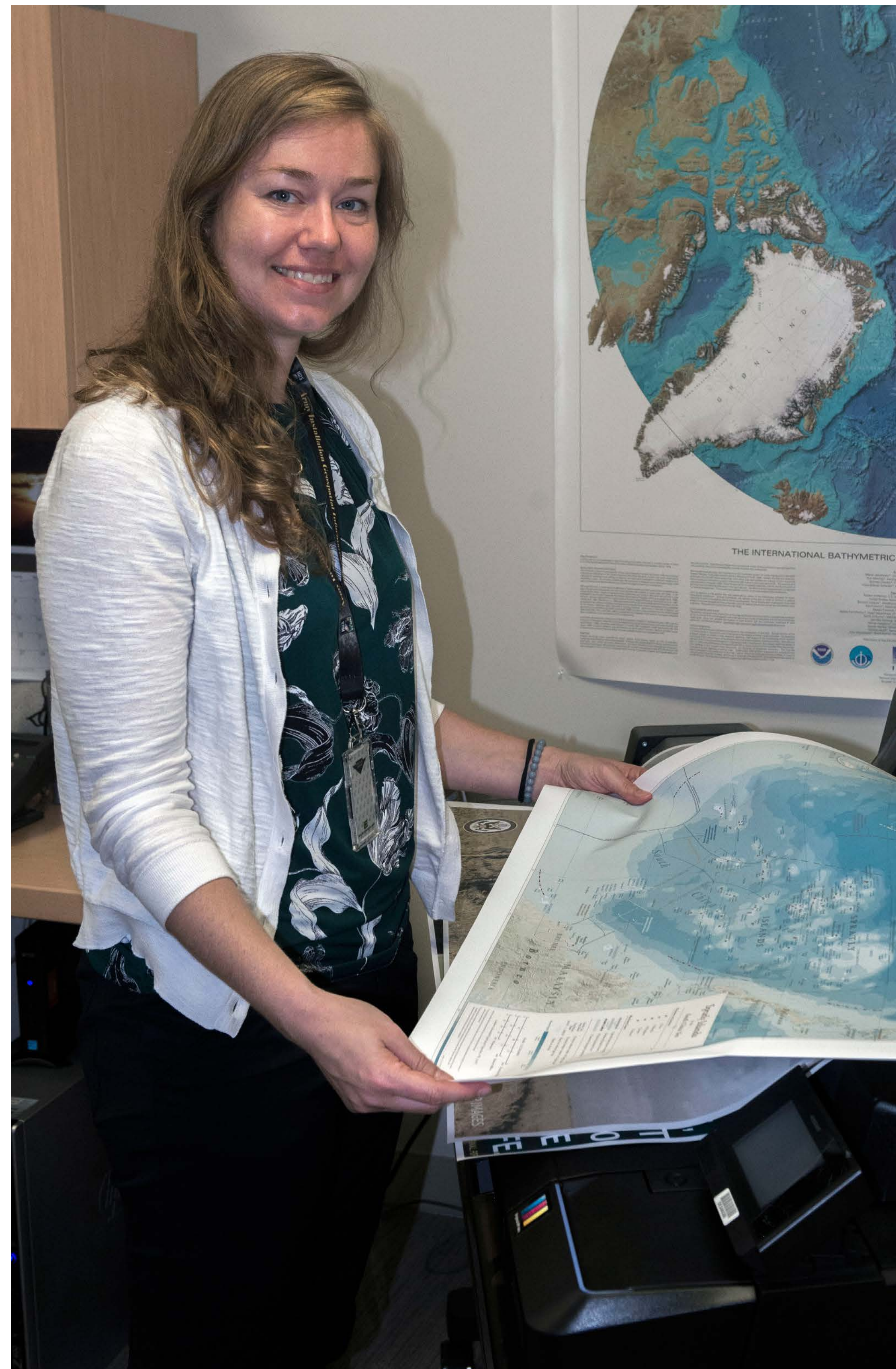


senior arctic official, OPA implemented the agenda for the U.S. chairmanship, which mainly focused upon promoting Arctic Ocean safety, security and stewardship; improving economic and living conditions throughout the Arctic; and addressing climate change's impacts. During the chairmanship, the council also raised public awareness of the Arctic.

Secretary of State Rex Tillerson presided over the Arctic Council's ministerial meeting in Alaska in May, the first in council history attended by all eight Arctic foreign ministers. There, the United States handed the council chairmanship to Finland. The meeting's biggest accomplishments were the signing of the Fairbanks Declaration, reviewing the council's work during the U.S. chairmanship, providing guidance for the Finnish chairmanship and gaining a new Agreement on Enhancing International Arctic Scientific Cooperation.

OPA also leads international efforts to support a sustainable "blue economy," which promotes the interdependent nature of a healthy ocean and the sustainable economic activity that results. The ocean provides food, energy, jobs and vital services, and people, goods and information cross ocean waters and boundaries relatively freely—as do pollutants and fish. Within the framework of the Law of the Sea Convention, OPA promotes the sustainable and peaceful use of the ocean and its resources, and protects U.S. interests at the United Nations and other international organizations, bilaterally and with the private sector and civil society.

For example, the office supports global and regional efforts to prevent marine pollution and measure ocean acidification. It also works to ensure safe and clean shipping, and negotiates maritime boundaries, search and rescue agreements and oil-spill-response agreements. The office also develops and coordinates U.S. policy on international marine mammal conservation and manages the process that enables U.S. scientists to conduct marine scientific research worldwide. Affiliated with OPA is the Extended Continental Shelf Project



The office's maritime cartographer, Amanda Williams, uses a super-large printer to produce maps related to the office's work.



Office in Boulder, led by Executive Director Brian Van Pay. The project works to establish the full extent of the U.S. continental shelf, as part of an effort by the U.S. agencies gathering and analyzing data for this purpose.

OPA spearheaded a movement to partner with other countries, the private sector and civil society to address threats to the ocean and its resources. The Our Ocean conferences, held annually since 2014, catalyzed action to combat unsustainable and illegal fishing, marine pollution and ocean acidification. Participants announced commitments worth more than \$9.2 billion and pledged to safeguard 9.9 million square kilometers of ocean in marine protected areas (MPA). OPA's Elizabeth Kim, one of the lead organizers, said "the Our Ocean conferences have set a new standard for action and impact." These conferences will continue in the European Union in 2017, Indonesia in 2018 and Norway in 2019, advancing the momentum of this global movement to protect the ocean and its resources.



Office Manager Claudia Samson greets a visitor.



Foreign Affairs Officer Rona Rathod takes a break from work to pose for a photo in her office.

OPA leads the U.S. government on Antarctic policy, representing the United States in multilateral fora to preserve the continent as a place for peace and science and to conserve its surrounding waters and marine living resources. The Antarctic Treaty, with 53 member states, is the basis for the continent's governance, exploration and use. In October 2016, member states of the Commission for the Conservation of Antarctic Marine Living Resources agreed to create the world's largest MPA in Antarctica's Ross Sea, an initiative originally proposed by the United States and New Zealand in 2012 and negotiated by OPA. OPA's Jonathan Kelsey noted the significant impact of U.S. Antarctic diplomacy, saying "it's exciting to contribute to international conservation efforts that will be in place for generations." ■



# Partnership Affirmed

## Embassy breaks ground for new compound

By Erica Magallon, immigrant visa chief, and Kristen Farrell, nonimmigrant visa chief, U.S. Embassy in Beirut



Local staff members pose with Vice Consul Seton Stapleton, seated at desk, in 1975. Staffers Shahe Setrakin, far left, and Kamal Nahhas, far right, were among 52 people killed in the 1983 bombing.

*Photo by Embassy Beirut*

**O**n a bright spring day, against the backdrop of the Beirut skyline, the United States reaffirmed its partnership with Lebanon with a new embassy compound (NEC). Ambassador Elizabeth H. Richard and Lebanese Minister of Energy César Abi Khalil broke ground for the NEC, which will be higher in the hills northeast of Beirut, more modern and energy-efficient, and will replace what was supposed to have been a temporary site that the embassy had occupied for 34 years.

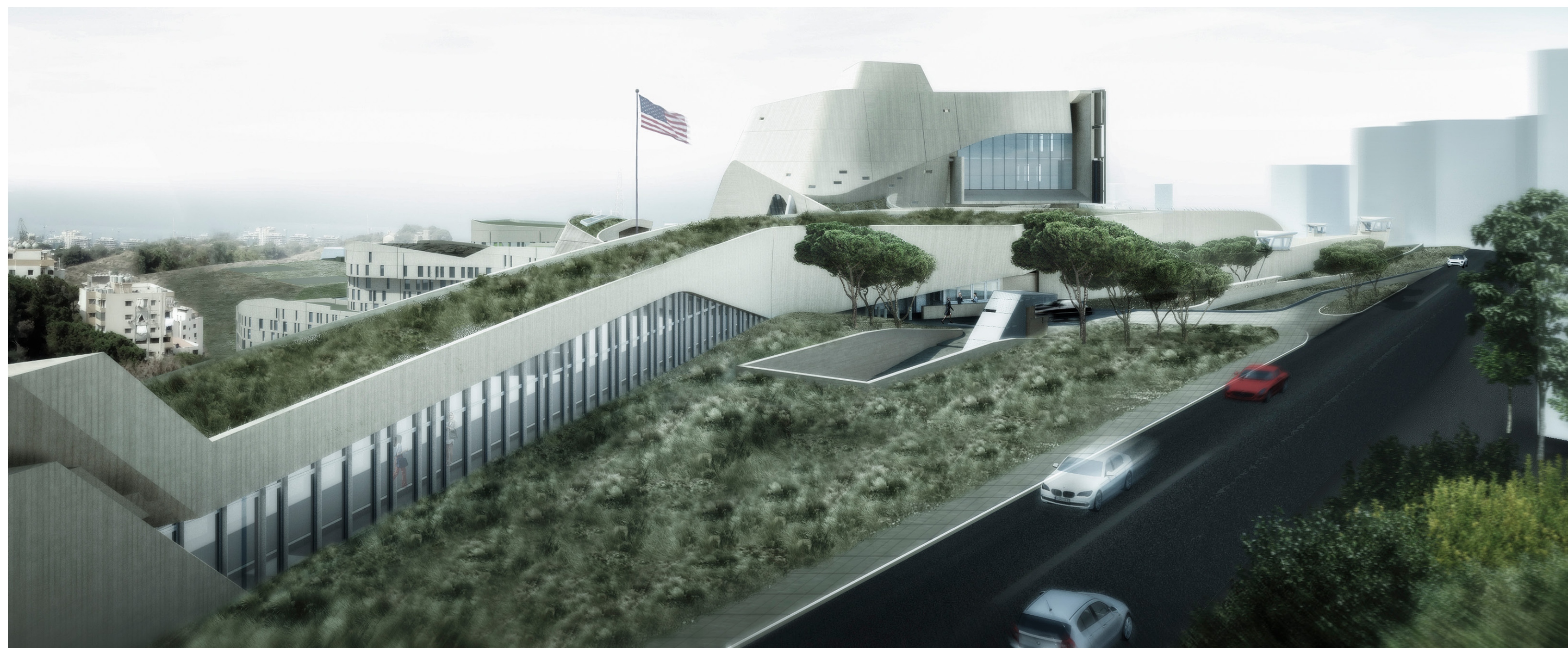
The groundbreaking was attended by embassy staff and representatives of the Bureau of Overseas Buildings Operations, the NEC's contractors and architect, the Lebanese and municipal governments, the U.S. and Lebanese business communities, and the media.

The NEC exemplifies the strong U.S. partnership with Lebanon, reflecting in its design and stature the importance of the bilateral efforts to position Lebanon as a model for security, stability and tolerance in a volatile region. As Lebanon's foremost security partner, the United States offers support for the Lebanese Armed Forces, to make the nation a bulwark against violent extremism and a stabilizer in the region. The U.S. military trains Lebanese soldiers and provides them with equipment and supplies.

U.S. support is also critical as Lebanon, a country of 4 million roughly the size of Connecticut, faces internal challenges, including hosting an estimated 1.5 million Syrian and Palestinian refugees. Programs administered through USAID and the U.S.-Middle East Partnership Initiative help Lebanon provide for its citizens, strengthen its civil society and promote economic growth. The embassy's Office of International Narcotics and Law Enforcement has robust relationships with Lebanon's judiciary and police, to support law enforcement and rule of law. The post also promotes respect for human rights and facilitates education and exchange programs that engage thousands of Lebanese participants annually. When Ambassador Richard broke ground and introduced the NEC to the public, she cemented America's dedication to these partnerships and values.

The NEC's design emphasizes the forward momentum of the bilateral relationship with a country whose geography and complex past demand attention. Lebanon has a long history of exploration, entrepreneurship and culture. It is where East meets West, and the ancient meets the modern. At the center of this crossroads is Beirut, just a two-hour drive from Damascus, and pulsing with life. It is a capital defined by its striking juxtapositions: a seaside city with views of snow-capped mountains, its haute couture fashion showcased in formerly abandoned mansions, a vibrant nightlife bursting from buildings that still bear the bullet holes of a civil war, and world-class dining features foods and dishes tracing their roots to the days of Phoenician rule. The NEC will honor this past while reflecting the modern dynamism in its environmentally sustainable | *Cont.* | ▼ | 1 of 2 |





The embassy's design draws on local building techniques adapted to the dramatic coastal topography, using a system of interwoven terraces that work with the landscape to enhance security, function and performance. *Photo by Morphosis Architects*

design, with ribbon-like buildings contoured to fit into the foothills of ancient Mount Lebanon.

The new compound has ambitious energy-saving and sustainability goals, aiming to reduce environmental impact, optimize building performance and enhance self-sufficiency. Such goals include reusing 75 percent



Representatives from the Bureau of Overseas Buildings Operations and contractor BL Harbert International join Ambassador Richard, at front, center, to celebrate the groundbreaking.

*Photo by Embassy Beirut*

of wastewater onsite for irrigation and reducing utility costs and stresses on the local infrastructure. The NEC's construction team will use durable, local materials, improving the site's longevity and reducing its energy footprint during construction. The chancery will use solar power to achieve net-zero energy use.

Natural lighting and airflow will be used throughout the compound.

The NEC's construction also holds symbolic meaning, representing a spirit of survival and strength that resonates profoundly both inside and outside the embassy. Sana Alameddine, the embassy's longest-serving local staff member, started work there in 1972 at age 19. She lost five of her consular section colleagues in the 1983 suicide attack on the embassy. During her life, she said, "I've witnessed my country heal from a civil war, two U.S. Embassy explosions, a Marine barracks explosion, several evacuations and a U.S. motorcade bombing." She said her

sense of loss has been tempered by seeing "resilience and perseverance in its purest form. I've witnessed the forging of a strong bilateral relationship between the U.S. and Lebanon, the reopening and expansion of the consular section, and now the groundbreaking of a new embassy compound, solidifying U.S. commitment to Lebanon."

She called the embassy her "second home, my other family, my refuge, my present, and my past." Facing retirement after more than four decades of service, Alameddine said she remains hopeful for her own future and for her children's future, "knowing that the United States remains committed to Lebanon's regional strength and stability."

Ambassador Richard acknowledged this history the day before the groundbreaking at a memorial service honoring the victims of the 1983 attack. The new compound, she said, is proof that the attacks of the 1980s did not achieve what the planners had hoped. "They had hoped to divide us and to break us, and they failed," she said. "We are still here, Lebanese and Americans, working side by side for a more peaceful future. And our partnership is stronger than ever." ■



# Embassy on the Road

**Mission Argentina takes its message outside the capital**

By Margalit Murray, fraud prevention manager, Embassy Buenos Aires

CIRCULE CON  
PRECAUCION  
OBREROS TRABAJANDO



**Previous Page:** The road leading to El Chalten in the Santa Cruz province is austere and beautiful.  
*Photo by Mariano Mantel*

**A**rgentina is a vast nation of 24 provinces with the capital of Buenos Aires situated roughly in its middle. As Mission Argentina has but one constituent post—the embassy—mission staff must travel widely when they want to take the post’s message beyond the capital. That’s because more than half of the Argentine population lives in the provinces, and a healthy amount of local Argentinians will have little opportunity to interact with the U.S. government or Americans, unless they are one of the almost one million Argentines traveling every year to visit Disney or Miami. Furthermore, while Buenos Aires is the nation’s financial hub, the provinces are home to the nation’s powerful agricultural, mining and energy sectors.

Yet travel is a challenge. It takes 18 hours on bus, 16 hours by car or almost three hours by plane from Buenos Aires to reach the capital of Salta Province in Argentina. For Ushuaia in Patagonia—book a solid 34 hours in a car to reach the southernmost city in the world.

To reach Argentina’s remote corners, Mission Argentina created the Embassy on the Road program of provincial engagement. The program aims to expand bilateral cooperation, deepen mutual understanding and advance U.S. policy goals beyond the capital.

The program originated in a missionwide planning session involving local and U.S. staff in December. Multiple embassy sections and staff members suggested more outreach to the provinces, which would enhance the outreach already being done if it were coordinated better within the embassy and if those involved traveled as a bigger group and had more visibility. Thus arose a program that cuts costs, increases the public diplomacy impact of each trip and better engages contacts of multiple mission sections.

As of late 2015, the bilateral relationship blossomed under newly elected President Mauricio Macri, who sought a closer partnership with the United States. The resulting cooperation surged in almost every field—political, economic, security, educational and cultural. But most of the newfound engagement and relationship-building occurred in the capital.

To broaden the mission’s provincial engagement, the embassy began the Embassy on the Road program in March, sending to the provinces delegations of embassy

| *Cont.* | ▼



Chargé d’Affaires Tom Cooney, center, poses with Economics Officer Peter Newman, fourth from left, after a meeting with local business entrepreneurs.  
*State Department photo*





Governor Omar Gutierrez, right, shakes hands with Chargé d'Affaires Tom Cooney prior to his speech to an audience of more than 300 people at an event where disaster preparedness equipment from the U.S. government was donated to the province.

*State Department photo*

officers from multiple sections. Each trip involves days of intense programming to engage with local Argentinians on a wide-ranging agenda. Chargé d'Affaires Tom Cooney led the first trip, to Salta in the northwest. Staff of the embassy's political, consular, public affairs and law enforcement sections conducted more than 11 events. These included hosting the first American Night reception in Salta, meeting with a state governor and other senior provincial officials, conducting training with judicial officials in fighting human trafficking, speaking at a local university, providing several media interviews and visiting a U.S.-supported counternarcotics task force. Embassy teams led by Cooney have also traveled to San Juan and

Neuquén provinces, engaging with officials on such topics as mining, energy, small business development and other relevant commercial issues.

The road trips' logistics always involve challenges. The head of the public affairs section, who coordinates these trips, determines the order and timing for each provincial visit in consultation with other country team members. The consular section is a critical partner because local Argentinians will want visa-related news and distant U.S. citizen populations will appreciate the contact.

For each trip, a designated control officer coordinates an interagency schedule with officers sometimes doing joint, separate or simultaneous events. Each visit has a theme; for example, the theme was disaster relief in Neuquén but business development in San Juan.

The coordinated outreach effort paid off immediately on the first visit to Salta Province. There, Cooney, Political Officer Anaida Haas and I (serving as control officer) visited the provincial ministry of security's operations center, which works jointly with the nation's ministry of human rights and justice to combat drug and human trafficking. Already, members of the post's Regional Security Office were providing the province with training on document fraud and investigation. But, during the visit, Cooney emphasized the importance of countering drug and human trafficking as he met with the provincial governor and local press. At the same time, Cultural Affairs Officer Christine Meyer spoke to university students about educational exchanges, and consular officers provided information to American citizens on Social Security benefits. | *Cont.* | ▼



Similarly, at the outreach in San Juan, Consular Officer Joel Burger did radio interviews on visa processes, while Cooney and Economic Officer Cyndee Trinh spoke with young entrepreneurs about the challenges of doing business in the province. When visiting Neuquén, members of the embassy team:

- coordinated delivery of Department of Defense search and rescue equipment to local civil defense officials;
- met with Americans who were serving prison sentences; and
- helped U.S.-funded contractors implement a workshop on small business development centers.

At each stop in its travels, the embassy hosted a fun “American Night,” an informal reception to meet with local Americans and Argentines interested in U.S. travel for study, tourism or business.

Because of their size and scope, these visits to the provinces increased local press coverage and the visits’ impact, making widely clear the embassy’s work and initiatives in Argentina. While earlier visits by individual officers having finite ends had been effective, they were low profile. By contrast, the Embassy on the Road has higher visibility and broader effectiveness, since everyone in a locality learns when the embassy’s road trip arrives—and the post amplifies the message through the dedicated Twitter hashtag [#EmbajadaenRuta](#).

During these trips, we have found many of our provincial interlocutors had never been to the United States, or even met an American. They’re nonetheless keenly interested in U.S. affairs and pose questions indicating some understanding of U.S. policy in Argentina, though not one formed by direct engagement.

For all levels of staff involved, the trips build ties and teamwork, and offer a more sophisticated perspective of the nation’s regional variation, economic development prospects and educational exchange interests. Our interlocutors, meanwhile, get misperceptions corrected and gain a deeper understanding of the United States, which pays big dividends for our bilateral relationship.

Where will the trips head next? Perhaps to Cordoba, home of the oldest university in Argentina, or Rosario, the birthplace of soccer legend Lionel Messi. We have many miles to go to cover the entire country, bringing the face of the U.S. government to the people of Argentina. ■



Chargé d’Affaires Tom Cooney, left, poses with Neuquén state’s governor, Omar Gutierrez, second from left, and firefighters at a ceremony presenting disaster preparedness equipment donated by the U.S. government to the province.

*State Department photo*



# World IP Day

Events focus on innovation and improving lives

By Emily Shaffer, economic and commercial officer, Office of Intellectual Property Enforcement, Bureau of Economic and Business Affairs

U.S. diplomatic posts around the world celebrated World Intellectual Property (IP) Day April 26, highlighting IP's importance in fostering innovation and economic growth. This year's theme, "Innovation—Improving Lives," focused on how innovation helps society turn problems into progress and promotes health and safety. Academics, musicians, entrepreneurs and government officials all participated in the events, reflecting the diversity of those involved with IP. To celebrate the occasion, U.S. Embassies and Consulates hosted panel discussions, contests and workshops.

The U.S. Embassy in Nairobi, for example, organized a workshop and concert that drew more than 150 young up-and-coming artists, innovators and law students. Speakers and performers fielded questions and offered technical advice at the event, funded by the Bureau of Economic and Business Affairs (EB). | *Cont.* | ▼



Two performers, June Gachui and Octopizzo, spoke on their experiences learning to protect and manage their IP. Gachui is also an IP and entertainment lawyer, while Octopizzo is a top artist who rose from Kenya's largest slum to fame through hip-hop music. He now uses his music and fame as a tool for development.

The post also held a panel discussion involving government IP officials, private sector IP-holders, representatives from the Kenyan government's IP agencies and two industry-leading innovators, including an American/Kenyan Internet firm, plus a young, female professor of computer science who is active in innovation. The panel fielded attendees' questions and left the audience surprised at the number of resources available for free or at low, government-subsidized rates.

David Pemberton, economic officer at Embassy Nairobi said the event "brought together the real brain trust of IP players in Kenya and beyond, reaching a core audience with a valuable message. It helped post solidify its relationships with the country's leading IP experts."

In Pakistan, U.S. diplomats worked with Pakistan's Intellectual Property Organization (IPO) to organize a week of events for World IP Day. More than 400 people attended a conference in Islamabad celebrating Pakistani entrepreneurship that featured speeches by the embassy's economic counselor, a senior commercial law advisor from the Department of Commerce, an attorney from the U.S. Patent and Trademark Office and the IPO's chairman. Several dozen exhibitions showcased Pakistani entrepreneurs, including a soccer ball manufacturer who highlighted his innovative stitching process. At his booth, he proudly displayed two U.S. patents, which he said are critical to increasing his company's soccer ball production through expanded licensing agreements with other Pakistani manufacturers.

The celebrations ended with seminars at Quaid-i-Azam University and the National University for Science and Technology that focused on such topics as technology transfer and commercialization. More than 125 students attended, | Cont. | ▼



La Universidad Tecnológica del Perú y la Embajada de Estados Unidos en Perú te invitan al conversatorio por el

**Día Mundial de la Propiedad Intelectual**  
"La innovación mejora la vida"

Aprende cómo las patentes, registros de marca, diseños industriales y derechos de autor promueven la innovación y la creatividad.  
Infórmate sobre concursos de innovación en el Perú y conoce a algunos ganadores 2016.

**Fecha:** Miércoles 26 de abril  
**Dirigido a:** Alumnos y profesores de la UTP  
**Hora:** 2:00 pm  
**Lugar:** Auditorio Torre Arequipa

**Programa:**

**Presentación**  
Ann Chaitovitz  
Agregada de Propiedad Intelectual para Bolivia, Chile, Colombia, Ecuador y Perú  
Oficina de Patentes y Registro de Marca - Departamento de Comercio de los EE.UU.

**Tema: Innovación y patentes**  
Indecopi - Universidad Tecnológica del Perú  
Ministerio de la Producción - A&E Networks (History Channel)

**Proyección de "Joy: El nombre del éxito"**  
Película nominada al Oscar que presenta la historia de éxito de Joy Mangano, ama de casa que inventa el famoso "e innovador" "Miracle Mop" y funda una empresa multimillonaria. Con: Jennifer Lawrence, Bradley Cooper y Robert de Niro.

[Incríbete aquí](#)

Logos: USPTO, Universidad Tecnológica del Perú, and the US flag.

A flier from the US Embassy in Lima, Peru, invites recipients to a screening of the movie "Joy," featuring a discussion about patents and contests for Peruvian innovators.

Photo by Anne Chaitovitz



representing a variety of science and engineering disciplines, as did reporters from multiple TV channels and two major English dailies.

Meanwhile, the U.S. Embassy in Colombo held an event that gathered IP experts from around the world to support strengthening Sri Lanka's IP efforts. That seminar was part of several workshops held throughout the week to note the economic benefits of innovation and IP protection. The workshops were held in coordination with the U.N. World Intellectual Property Organization (WIPO), Sri Lanka's National Intellectual Property Office (NIPO) and the University Grants Commission.

"Intellectual property rights reward inventors, artists and authors for their creative efforts; encourage research and innovation; create new businesses; and improve lives," said Partha Mazumdar, the embassy's economic section chief. The sessions aimed to increase NIPO's capacity to conduct public awareness and technical assistance programs and to present best practices on technology transfers and commercialization to experts from Sri Lanka's universities, research institutions, private sector and government.

The U.S. Embassy in Tunis focused its activities on branding and organized a "You are Your Brand" event to capitalize on a recent surge in U.S. franchising activity in Tunisia. The presentation drew representatives of startups, entrepreneurs and law students, and focused on trademarks. The audience showed particular interest in patents, copyrights, trade secrets and cybersquatting, the practice by which individuals register brand or proper company names with the intent of reselling them back to those entities at a personal profit. The embassy has highlighted the importance of trademark protection since holding a branding enforcement roundtable in March that identified gaps in Tunisian trademark enforcement. The feedback gleaned from the roundtable informed discussions at April's seventh U.S.-Tunisia Trade and Investment Council meeting.

Meanwhile, the U.S. Embassy in Tallinn promoted awareness of IP protections with two events. The first, in cooperation with Tallinn University marketing and media students, was to develop video clips on IP rights in Estonia. The EB-funded public-private partnership was



Kenyan artist Octopizzo performs at U.S. Embassy Nairobi's World IP Day celebration April 26. *State Department photo*

| Cont. | ▼



implemented by a local NGO, a local law firm and six teams of students, who learned about IP and digital piracy while making their video submissions. The law firm provided content expertise, and a local cinema agreed to screen the clips before movies in the coming year. Representatives from each partner organization comprised the jury that chose the winning video team, which was announced by DCM Elizabeth Horst at an April 19 ceremony. There, she emphasized IP's importance to the U.S. economy and its role in supporting Estonia's innovation economy.

The winning clip was shown on a local TV channel on World IP Day and placed on the home pages of the country's largest Internet providers. It will be screened for one year before movies at the participating cinemas and can be found on [YouTube](#) as well.

The second event was held in collaboration with the local American Chamber of Commerce. A public-private roundtable held on April 26 shared views on IP awareness and enforcement in Estonia. Economic Officer Nicole Johnson spoke at the event, held at a local startup incubator, and members of the panel included officials of the nation's justice ministry and economy ministry, an IP lecturer at Tallinn University of Technology and two private business leaders. The officials underscored IP's importance to Estonia's economic development and their commitment to enforcing IP rights. The panel's industry participants stressed the importance of considering patent applications from the early stages of product development and shared how to best protect trademarks when expanding to foreign markets. The academic participants said obstacles to more effective IP protection in Estonia include the legal framework's inability to adapt to the pace of technology development, high costs associated with securing patents and other protections, and the challenge of changing citizens' mindset about the importance of IP.

These were just some of posts' many World IP Day events, which all respond to the increasing importance of innovation for economic growth. The development and enforcement of IP rights will remain essential components of a well-functioning economic system. ■



Anthony Circharo, economic officer at the U.S. Consulate in Ho Chi Minh City, quizzes the IP Day event's more than 80 attendees on their intellectual property knowledge.

*State Department photo*



# Pay for Performance

## Merit compensation for LE staff takes wing in EUR Bureau

By Karen Klaver, regional HR officer, EUR Regional Service Center-Frankfurt

In 2010, Jon Lloyd, an HR specialist at the U.S. Embassy in London, offered a group of professionals from the Bureau of European and Eurasian Affairs at the Regional Support Center (RSC) in Frankfurt, Germany, an extraordinary proposal. As an employee with 20 years of experience administering Mission UK's unique performance management system for Locally Employed Staff—which uses performance-linked pay (also called Merit Based Compensation or MBC) instead of annual within-range-increases (WRIs)—Lloyd thought this pay scheme, now nearly in its 20th year, was ready for wider use.

To facilitate a wider release of the MBC program, Lloyd needed the support of Washington leadership and EUR managers. While U.S. direct-hire managers strongly supported the scheme at Mission UK, Lloyd wanted the broader support of his EUR peers. After all, these HR professionals would be the ones implementing and explaining the MBC program to their fellow LE Staff members. | *Cont.* | ▼







MBC subject matter experts meet at Frankfurt RSC in 2015 in advance of an MBC training class. From left to right: Aldo Negrotti, Aideen O'Bryne, Jon Lloyd, Patty Wittmann, and HR/OE's Debbie Higgins.

*Photo by Christine Tomsche-Vega Garcia*

At the 2010 meeting, HR professionals from U.S. Missions in Belgium, Italy, Ireland, Latvia and Turkey took Lloyd's challenge.

Like the U.S. direct-hire performance management system, the Merit Based Compensation (MBC) system puts all LE Staff at post on the same annual performance review schedule. Supervisors, with employee input, create annual work plans at the beginning of the year stating the staffer's responsibilities and goals. These requirements must be achievable and the results must be measurable. The end result is a pay increase that is rolled into the base pay for LE Staff who are not at the top of their pay scale or a lump-sum payment for those who are at the top. In either case, the amount provided to the hard-working employee is directly related to his or her performance.

Once the MBC program proved itself at the original five posts, HR specialists Patty Wittmann, Jon Lloyd, Aldo Negrotti, Aideen O'Bryne and Lauma Uzija formed a new team of MBC subject matter experts (SMEs). Over the next seven years, these MBC SMEs visited every EUR consulate and embassy, presenting MBC briefings to supervisors and employees, and training posts' HR teams, further expanding their core MBC SME group to accelerate launch of MBC throughout EUR. At Frankfurt's Regional Service Center, Wittmann coordinated the deployment, allocated resources for training and standardized MBC briefings and reference materials.

From the outset, HR's office of Overseas Employment (HR/OE) played a strong collaborative role, reviewing each post's MBC implementation plan, which included a local labor law review and any necessary changes to the post's local compensation plan. As momentum grew, EUR-IO's executive office announced at the 2013 Management Officer's Workshop that all EUR posts would adopt MBC by the end of 2017.

Full-scale implementation has not been without challenges. MBC SMEs quickly discovered that many LE Staff feared the more complex MBC performance evaluation system might be unfair. The MBC SMEs responded by increasing their communication on how MBC actually works. They briefed LE Staff on the system's safeguards, such as how each employee's performance pool supervisor must ensure consistency and fairness, and how there were exceptions for small groups of employees and how differences in position grades were calculated.

Another challenge: Some supervisors worried that the MBC program would be more time consuming, a valid concern since many supervisors and employees had previously made LE Staff performance management a low priority.

| *Cont.* | ▼

| 2 of 3 |



Implementing MBC requires timely, robust attention to meeting deadlines and a commitment to conducting a diligent, substantive review.

Despite these concerns, MBC has largely received positive reviews, especially at the many missions where a large proportion of the LE Staff is at or near the top step of their pay grade. Prior to MBC, up to 60 percent of LE Staff at some posts had reached the top step of their pay grade and were therefore unable to receive an annual WRI. MBC now provides an opportunity for these senior and experienced LE Staff to receive a performance-based annual lump-sum for high performance.

More importantly, MBC is transforming how supervisors and employees work. “With the change to MBC, there is more direct involvement in performance management,” says Aldo Negrotti of Mission Italy, who cites increased supervisor-employee participation, from drafting the annual work plan to conducting the interim reviews and final evaluation. This, he says, makes for better supervisor-employee communication and superior outcomes.

MBC has also changed the role of the posts’ HR office. Now, HR office staff are more likely to feel they’re part of a significant change process and that their collective investment in the performance management program is pivotal to the mission’s success. “There is now a focus on critical timelines and how to promote and maintain a positive focus on MBC as a force for good,” Lloyd says. More information on MBC is on its Diplopedia page.

This spring, the last tranche of 15 EUR posts implemented MBC, bringing to a conclusion an initiative that began with Lloyd’s 2010 challenge to his peers. Along the way, the Regional Service Center released an electronic system, eMBC, to process LE Staff evaluations, much as the ePerformance system does for U.S. direct hires. An automated calculation tool is

currently under development, with deployment expected in time for the 2018 rating cycle of most posts.

Interest in MBC outside of EUR has grown over the past years, with posts in the bureaus of East Asian Pacific Affairs and Western Hemisphere Affairs also implementing a pay-related performance management system. HR/OE is facilitating MBC’s further roll-out, which will occur over the next several years with help from the same SMEs who built MBC in EUR and still monitor MBC’s success there.

Lloyd recognizes “It takes time to inculcate a true performance culture, particularly when, for so many employees, their real-time experience of performance management has been little more than an administrative acknowledgement of 52 weeks of service.” Nonetheless, he sees MBC “changing/reshaping the performance landscape” and serving the needs of all LE Staff for years to come. ■



One of the experts on the MBC team, Lauma Uzija, is also a member of the Regional Service Center’s adjunct faculty and is shown here teaching a course at the center.

*Photo by Natalia Trofimov*



# Living History

Assignment in Asmara offers adventure, variety

By Edward C. Thompson, public affairs officer, U.S. Embassy in Asmara





**Opening Photo:** Kulafah Al Rashidan Great Mosque in Asmara, Eritrea, was erected in 1938. The minaret resembles a fluted Roman column.

*Photo by Andrea Moroni*

A web search on the word “Eritrea” brings up articles on its border dispute with Ethiopia, young people fleeing the prospect of indefinite national service, economic instability and endemic underdevelopment. These serious issues make for difficult conversations in the bilateral relationship, but dig a little deeper and you will learn about the fierce determination of the Eritrean people, who won a 30-year struggle for independence from Ethiopia in 1991, becoming Africa’s second-youngest country. Take the time to keep searching and you will uncover hidden charms and become captivated by Eritrea’s diversity, complexity and timelessness.

Small in size, Eritrea is nevertheless bursting with cultural and geographic diversity. The nation, which is about the same size as Pennsylvania, has nine distinct ethnic groups and they celebrate their rich, varied customs and history through music, the arts and education. Primary education is taught in the various mother tongues, and in addition to these languages, most Eritreans speak the three official languages, Tigrinya, Arabic and English. Many also speak Italian, a legacy of the colonial period.

In less than one day, you can experience the nation’s “three seasons in two hours” climatic changes by descending from the cool mountainous highlands, where the capital Asmara sits at 7,628 feet above sea level, to the Red Sea port city of Massawa, where average summer temperatures exceed 100 degrees. At the Danakil Depression, the lowest point in the country, temperatures reach as high 140 degrees. Eritrea’s 715 miles | *Cont.* | ▼

The midday sun casts shadows from above archways in the city of Massawa.

*Photo by Natalie E Brown*







Eritrean women celebrate Eritrea's Independence Day.  
*Photo by Clay Gilliland*



of coast along the Red Sea (and an additional 673 if the islands are included) teems with sea life, from colorful varieties of fish to the dugong, a species of manatee. The nation is a diver's dream.

It's also a land of mineral and animal bounty. Beneath the surface of its desolate west coast lie gold, copper, zinc, bauxite and potash. And, while war and deforestation have reduced the numbers and variety of wildlife, there are still small herds of elephants, great cats, baboons and gazelles. New reptile species continue to be found: The Asmara Toad, for instance, was identified in 1982, and is the only toad named after a city. There is also an abundance of birds; more than 600 species alone exist in the country. The nations Ministry of Agriculture has confirmed at least 10 different types of bird on the embassy compound alone.

For those fortunate enough to obtain a travel permit—the government currently controls travel by foreigners outside of the capital—Eritrea hosts evidence of human civilization from the million-year-old paleontological site at Buya, to the Greco-Roman city of Qohaito, to Ottoman structures in Massawa, to Asmara's Art Deco architecture.

It is Asmara's modernist architecture, however, for which Eritrea is best known. Visiting Asmara, often called "Little Rome" or the "Rome of Africa," is like stepping back in time. Italy, which colonized Eritrea from 1882 to 1941, encouraged its architects to experiment, and the result is a skyline dotted with neoclassical, art deco, futurist, modernist buildings and more. Many of the buildings are still in use, but all face some disrepair. Eritrea hopes UNESCO designation of Asmara as a World Heritage Site will contribute to efforts to protect and restore this unique heritage.

Beyond the buildings, there's history in use daily: Many relics of a previous era that other nations' would have sent



Charge d'Affaires Natalie E. Brown, right, joins Office Management Specialist Pam Loring, left, to try on traditional dresses with a local shopkeeper.

*State Department photo*

to museums are regularly used by the doggedly self-reliant Eritreans. For instance, a steam engine from 1912, when it has coal, still transports passengers on an Italian-constructed railway line. The railway runs precariously close to the edge of the highland escarpments but offers impressive views of the landscape and the troops of baboons. Another example: A Gutenberg-style press that's more than 100 years old was used to print the embassy's holiday cards. Similarly, a downtown barber shop keeps in impeccable condition barber chairs from the early 1900s, and a pharmacy proudly displays a century-old cash register. For those seeking vintage haberdashery, it can be found locally in pristine condition.

Another legacy of the Italian era is a love of cycling. Asmara's small size and its restriction on the import of vehicles mean most people, young and old, traverse the capital's palm- and jacaranda-lined streets by bicycle. Visitors will see old, rugged bikes held together with duct

| Cont. | ▼

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Our Lady of the Rosary Catholic Cathedral (1923) in Asmara, Eritrea, is a fine example of Lombard-style architecture. *Photo by David Stanley*

tape and sleek modern racing bikes reflecting Eritrea's prowess in the sport. Residents often see male and female cyclists enjoying a midmorning macchiato (another Italian vestige) after a "short" morning training ride of only 40 miles.

Despite the unique attractions, tourism has yet to take off in Eritrea. Travel to and from the country is limited and visas are not easily granted. Nevertheless, the nation's government has chosen tourism as a sector for development, hoping to draw new visitors. Presently, though, its visitors are chiefly drawn from the nation's large diaspora communities; Eritreans in the United States, Canada, the U.K., and other European countries make annual pilgrimages home.

Visiting the embassy compound is also an experience in time travel. The facility, acquired in 1942, was initially office and residential space for the U.S. Consulate General when Eritrea was administered from the offices of the U.S. Mission in Ethiopia. The original buildings, converted



The central market or Shuq in Asmara, Eritrea, is busy on Saturdays.

*Photo by David Stanley*

into office space, are still being used and show their age. The style reflects World War II-era construction and is similar to that of the former Kagnaw Station, a U.S. Army installation in Asmara from 1943–1977 that's located not far from the chancery. Asmara's altitude and proximity to the equator made Kagnaw Station an ideal listening station, and during the height of the Cold War more than 5,000 Americans lived and worked in Eritrea.

Today, while a large number of private American citizens reside in the country, predominantly those of Eritrean heritage, only 10 U.S. government employees work at the embassy. An official American contingent that once included USAID and the Department of Defense, as well as a robust Peace | *Cont.* | ▼





Embassy employee Azmera Mehari roasts beans for a traditional coffee ceremony.  
*Photo by Simret Tesfai*



Corps Program, has been reduced to simply a Department of State presence. There are no foreign assistance or cooperation programs, and trade is negligible. Therefore, the mission focuses upon fostering better relations with the government and building a rapport with the Eritrean people. At the heart of this effort is the American Center, which hosts English-language classes, art exhibits, presentations by embassy staff on American history and culture, and screenings and discussions of American films. The center also hosts creative initiatives like Paper Airplane Day, which promotes the study of science, technology, engineering and mathematics.

Several other nations have diplomatic missions in Eritrea; 15 countries and the European Union have a physical presence, and handful of U.N. and international organizations are represented. As a result, the diplomatic community is close, with nontraditional partnerships emerging from the collaboration. For recreation, hiking, chess and pingpong are popular—leisure activities reminiscent of another era that offer opportunities for consultation with other embassies' staff members. ■

Right: DCM Michael Veasy, left, leads a presentation at the embassy in Eritrea. *State Department photo*



Looking north across Asmara, Eritrea, from the tower of the Catholic Cathedral, the dome of Kidane Mihret Church can be seen rising beyond the market area. *Photo by David Stanley*





**At a Glance**

**Eritrea**



**Capital:**  
Asmara

**Government Type:**  
Presidential Republic

**Area:**  
117,600 sq km

**Area comparative:**  
Slightly larger than  
Pennsylvania

**Population:**  
5,869,869 (July 2016 est.)

**Ethnic groups:**  
nine recognized ethnic  
groups: Tigrinya 55%,  
Tigre 30%, Saho 4%,  
Kunama 2%, Rashaida  
2%, Bilen 2%, other  
(Afar, Beni Amir, Nera) 5%

**Languages:**  
Tigrinya (official), Arabic  
(official), English (official),  
Tigre, Kunama, Afar, other  
Cushitic languages

**Religions:**  
Muslim, Coptic Christian,  
Roman Catholic, Protestant



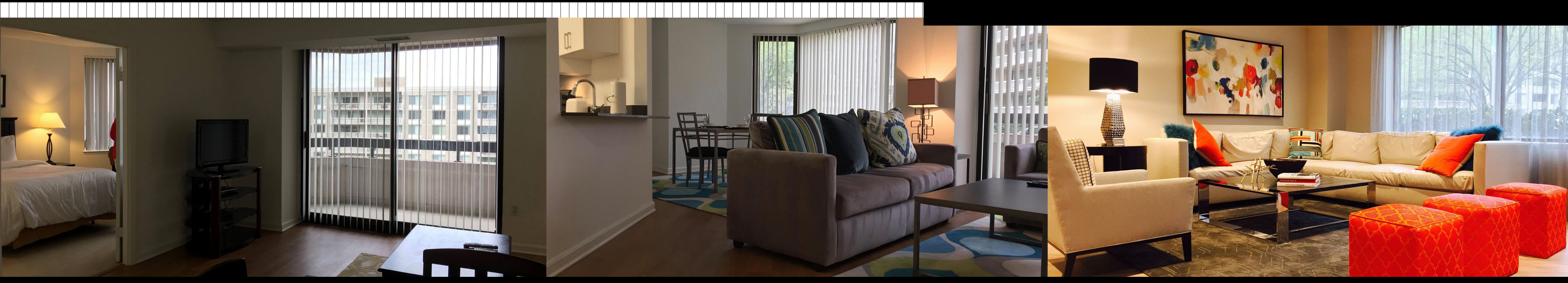
**Exports (commodities):**  
gold and other minerals,  
livestock, sorghum, textiles,  
food, small industry  
manufactures

**Imports:**  
machinery, petroleum  
products, food, manufactured  
goods

**Currency:**  
Eritrean nakfa  
**Internet country code:** .er

\* The CIA World Factbook





# Living Well

## Program keeps costs low for FSOs' training visits

Story and photos by David-Kevin T. Bryant, budget analyst, Bureau of Human Resources Executive Office

**T**he reopening of an extended-stay residence in Crystal City, Va., is good news for FSOs returning to the States for months at FSI training, since that Oakwood Worldwide apartment complex has now returned to the Permanent Change of Station (PCS) Lodging Program. By choosing a housing facility that's in the program, FSOs can eliminate out-of-pocket expenses and avoid the stress of negotiating leases.

The program serves those on PCS orders who are coming to the Washington, D.C., area for training for their next post overseas. Prior to the program's launch 11 years ago, they faced personal costs for part of their stay, since the per diem sliding scale they received decreases in 60-day allotments, leaving them with substantial, nonreimbursable housing expenses.

The Department's solution involves housing facilities where it could lease residences using flexible start and end dates. These facilities, in a variety of locations and apartment sizes, became the basis of the PCS Lodging Program that now has housing options in more than 30 locations operated by three vendors, including Oakwood Worldwide, BOQ Lodging and National Corporate Housing. The apartments, ranging from studios to three-bedroom units, are located throughout four northern Virginia communities that are close to FSI. The Falls Church location is in one of the best school districts in the area.

The fully furnished apartments have basic cable TV, bathroom and bed linens, cookware, high-speed Internet, housekeeping services, and washers

and dryers, and are pet friendly. Most offer complimentary shuttle service to both FSI's main campus and the newly opened FSI Rosslyn Annex and several offer free parking. The Department's shuttle bus even stops at Oakwood's Rosslyn, Va., property. In an effort to keep up with the changing needs, the program is expanding its housing inventory in the Rosslyn area to support the new FSI Annex and is even making inroads in adding facilities at D.C. and Maryland locations.

In the past five years alone, the program has served close to 15,000 FSOs and their families. One recent user praised the program for letting employees focus on their training and studies without having to pay for lodging and then wait for reimbursement. Many participants agree that their primary reason for joining the program is that the Department pays their monthly bills directly, eliminating out-of-pocket costs. Employees preparing for a PCS move can sign up via [HRPCSLodging@state.gov](mailto:HRPCSLodging@state.gov) and get instructions on contacting the vendors and locations. Reservations can be set up in a couple of business days, and, if the employees' training schedules are extended, their leases can be, too. Besides FSOs, the program now assists D.C.-bound employees in the bureaus of International Narcotics and Law Enforcements Affairs, Near Eastern Affairs and Overseas Building Operations, and the Office of Medical Services.

More information is available by emailing [HRPCSLodging@state.gov](mailto:HRPCSLodging@state.gov) and from the program's page on the Department's website or its [Facebook page](#). ■





# G7 Lessons

## Entry-level officers learn from world conference

By Brigid Otieno and Jennifer VanWinkle, vice consuls,  
U.S. Embassy in Rome

The first- and second-tour (FAST) officers at Mission Italy experienced firsthand in June the excitement and stress of dealing with a series of high-level official visits associated with the 43rd summit of the Group of Seven (G7) nations. Staff from the mission's constituent posts, including the U.S. Embassy in Rome, the Consulate General in Florence and U.S. Mission to the Holy See, covered the G7 ministerial meetings, which occurred across four Italian cities. In addition, the embassy hosted the president, secretary of state, Environmental Protection Agency administrator and many other U.S. officials.

The FAST staff involved worked as control officers, note-takers and site officers. The work allowed them to become involved with U.S. diplomacy early on in their careers and provided ample opportunities to gain invaluable skills and broaden their networks. Along the way, they said they learned major lessons, including:

### Lesson One: Ask questions

During any big visit, staff members are bound to encounter complex problems and unfamiliar requests. Don't hesitate to ask questions. When you are new, you won't always know what you don't know. So, the most important question you can ask is: Is there anything else you think I should know? Chances are, your counterpart is as busy and distracted as you are, but given the opportunity, he or she will happily remind you of important facts. These can include that your visitor is on a special diet, the event site requires a new type of credential or the vehicles you planned to use won't fit in the parking spaces provided. We all want to be independent, but seeking advice from experienced officers and getting their suggestions will save time and demonstrate that you value others' input. | *Cont.* | ▼



Secretary of State Rex Tillerson answers questions at the G7 Ministerial Meeting on Foreign Affairs in Lucca, Italy.

*State Department photos*



## Lesson Two: Communicate

Frequent and clear communication will help your team minimize overlap of duties and clarify areas of responsibility. Remember to respect the chain of command and include relevant parties. For instance, if requesting a motor-pool vehicle, remember to copy those planning to ride with you. Submitting a list of press for a big event? Copy the site officer and the person who will be checking IDs and press credentials. Since you don't want to overwhelm your team, it's best to consider members' communication preferences and that some may communicate differently from others, preferring, say, email instead of a phone call. Thus, noting how others respond to your communication will let you adjust to their preferences.

Emmett Sapp, political officer at the U.S. Embassy to the Holy See, said effective communication was the greatest challenge leading up to the president's visit. He worked the G7 as Vatican site officer and had to keep dozens of embassy and White House staff on the same page while navigating the complexities of Vatican protocol. That, he said, required anticipating problems before they arose and having "an intimate understanding of the site's physical layout," since he needed to track the large delegation's members and ensure "that everyone arrived at the right place at the right time."

## Lesson Three: Simplify

Big visits are exhilarating and draining. So, reach out to your friends, family and domestic employees to effectively manage stress and build resilience. Ask for extra help with kids, pets, plants and everything else, and don't sign up for activities beyond those for which you're needed. Stock up on ready-to-eat food at home and at work, and leave a change of clothes (appropriate ones) and basic toiletries at the office or work site. Take a vacation from your Facebook feed. You've a job to do until the visit is over, but you can nonetheless build in adequate breaks and prioritize your mental health.

## Lesson Four: Network

Build your network of contacts at your post and within the host government ahead of time, so you will know whom to contact when you receive last-minute requests. You might also have some tour guides and restaurants in your contact list, and you will surely want to know people's roles with the visit. Finding the right contact, and having an existing good working relationship with him or her, will save time when you must accomplish something when time is of the essence. After the visit, network and thank everyone for his or her help or recommend colleagues or host government contacts for awards and thank-you gifts. No matter how busy you become, these gestures mean a lot to those who helped make the visit a success. | *Cont.* | ▼





## Other Advice:

Other officers involved in the event said it's crucial to stay flexible. Jennifer VanWinkle of Embassy Rome, said she had to be as her role in the visit changed several times. Ultimately, she was designated a site officer for the location where the president and his team slept and ate all meals, and held three meetings with foreign counterparts and met with the press. She had less than 24 hours on the ground before taking on that role.

"As you might expect, it was a bit of a whirlwind at times," she observed, adding that the event was "a great opportunity to see how different parts of the executive branch work together to keep major visits running smoothly."

Brigid Otieno, also of Embassy Rome, said she saw a need to be flexible as she wore countless hats while working with G7 advance teams. For instance, she was a control officer for an assistant secretary while simultaneously coordinating the secretary's bilateral meetings. "There is a lot of pressure involved, but it is incredibly rewarding to see hard work come to fruition," she observed. "Remaining flexible and alert were key. I had to gather information quickly and from different viewpoints to make split-second informed decisions that advanced our delegation's agenda."

## More advice:

Always remain professional, whatever the pressure. That view comes from Economic Officer Katrina Drayton, who was a site officer for the President's visit to Taormina, Sicily. The pressure of a big visit and its normal challenges "can sometimes amplify feelings of stress and how they're manifested," she observed. "Yet, maintaining professionalism with colleagues, foreign contacts and the visiting delegation at all times is important." Even the smallest courtesies can go a long way, she said, since everyone involved is working toward the same goal.

A final tip comes from another FAST officer involved in the visit. Robert "Scott" Macintosh, deputy consular chief at the U.S. Consulate General in Florence, warns you cannot assume anything. "If it's one of those things that everyone figures someone else has done, it probably hasn't been done," he noted. "Unforeseen events will inevitably happen, but it all works out in the end."

Which is, in fact, what happened at the G7 summit. ■



The author, Brigid Otieno, was involved in the G7 Ministerial Meeting on Foreign Affairs, and poses in front of a poster for the event. *State Department photo*



# After Hours: The Bassist

IT guy is accomplished jazz musician

By Adrian Norton, IT specialist, Bureau of Information Resource Management

My musical journey began with the trumpet, an instrument I learned to play from elementary through high school. In seventh grade, I took up tuba, which gave me love for the bass function of music. Inspired, I started playing electric bass at age 14 and continued while in high school and community college in Prince George's County, Md.

I became one of the founders of the popular 1980s Go-Go band Ayre Rayde. We played in and around Washington, D.C., for about 10 years. I was also a lover of funk, R&B and soul music, drawing inspiration from James Jamerson of the Funk Brothers, Larry Graham from Sly Stone's band, Louis Johnson of the Brothers Johnson, and the great jazz bassists Stanley Clarke and Jaco Pastorius of Weather Report.

Later on, I got turned on to bassist Marcus Miller, who played with Miles Davis. My view of jazz changed. I still must play a funky groove, but now I can play just about any style of music. My latest band, of which I'm a founder and managing partner, is Phaze II Jazz, a six-member contemporary jazz band that's been together for 20 years. The band formed after another

| Cont. | ▼



The author plays at Westminster Church in Washington, D.C.



band I was in, 4Kast, disbanded in 1996 due to creative differences. Phaze II, too, has gone through personnel changes over the years, and its two remaining original members are Steve Perkins and myself. We've had our ups and downs, but we just keep pushing on.

Maintaining a band is somewhat like owning a sports team. You have to swap players around sometimes, when things get rough, and you must keep the band moving forward, doing CDs and concerts. Phaze II released its first CD in 2000. Entitled "Options," debut was described by Smooth Jazz 105.9 radio personality Al Santos to be a very credible debut. And our second release, "Backtalk" (2004), was also well received, including by Smoothjazz.com. Rereleased April 15, 2016, it has been a regular on U.S. and foreign radio station playlists. Our third effort, a combined CD/DVD package, "Live N Uncut," was released in 2010 and provides concert footage of a Phaze II show, and has audio that's so good that we released it as a separate two-disc set. Our fourth, "Live in Anaheim," was recorded at the 2013 National Association of Music Merchants Show in Anaheim, Calif. We are now finishing our fifth CD, set for release later this year.

Ambitious bands also participate in competitions. On that score, Phaze II won the 2005 Capital Jazz Challenge Competition at the 13th Annual [Capital Jazz Festival](#) in Columbia, Md. After beating out more than 600 entries from across the country, we performed before more than 30,000 people and, later, returned to the main stage to replace a scheduled act. As two of my bandmates had already left the venue, only four of us walked onto that stage, but we did another 35-minute set. We've had a great relationship with Capital Jazz Challenge ever since and have been its house band in 2008 and 2009. We were also the house band for the Catch a Rising Star Showcase from 2010 to 2012, a contest where I served as the musical director.

Phaze II also received a Washington Area Music Award in 2014 for being a fan favorite and has performed twice at Main State, selling out all our CDs on the very first visit. Each time we have appeared since then, more and more Department employees join our mailing list. Currently, we are the backup band for the Grammy winning artist Regina Belle. Having worked with her since her Blues Alley performance in September 2015, which is considered a touchstone event for local jazz aficionados, we traveled with her to South Africa last July, along

| *Cont.* | ▼ | 2 of 3 |





The author poses at a recording session with the band at Mike Brown's studio in Fort Washington, Md.

with the legendary Mannhattans. This was one of the greatest experiences as musicians. Besides Belle, the band has also worked with the performers El DeBarge, Meli'sa Morgan, CeCe Peniston, Paul Taylor, The Intruders, Club Nouveau, Cindy Bradley, The Softones and Althea Rene, traveling around the Washington metro area, California, Georgia, New York, New Jersey, North Carolina, Pennsylvania and West Virginia.

We've also performed on cruises to the Bahamas and Bermuda. In fact, we went to Cuba in February with musician Frank McComb as part of the first Capital Soul Cruise. This summer, Phaze II was the house band at the Lake Arbor Jazz Festival's VIP Summer White Affair in Mitchellville, Md., in July and performed with Cindy Bradley and Matthew Whitaker at Bethesda Blues & Jazz Club in Bethesda, Md. We're also scheduled to back up jazz flutist Darryl Evans Jones during his tour to Philadelphia, Charlotte and Norfolk, Va.

For me, being a musician is an outlet to reduce stress and stay calm, and those abilities help me while handling IT customer service tickets for the Department. When I speak with music lovers, they are often amazed at how I can do both jobs and do them efficiently. Music, it seems, is the common denominator; it crosses any barrier or denomination and is so large in my life that I could not imagine my life without music. Samples of my music are online. ■



# LYING IN STATE: THE DEPTHS OF DUMB

DO YOU CLEAR  
ON OUR MEMO  
TO THE  
AMBASSADOR?

NO WAY.  
IT'S DUMB.



UH, COULD  
YOU BE  
A LITTLE  
MORE  
SPECIFIC?

DUMB AS  
DIRT TACOS.  
DUMB AS A  
SANDPAPER  
SNUGGLE...



DUMB AS A BOX OF WET  
LEMURS! DUMB AS A  
LAVA LOINCLOTH!



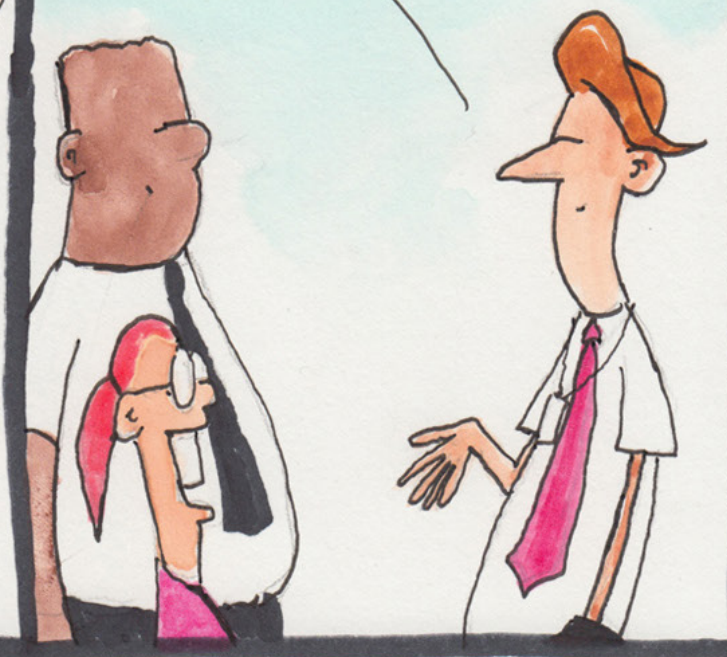
DUMB AS SPAM SOAP!  
DUMB AS A SEMTEX SPEEDO!  
DUMB AS A YODELLING MIME!  
DUMB AS A HAMSTER IN A  
HAIRPIECE! DUMB AS  
SLACKS FULL OF TACKS!



WE COULD ADD YOU  
AS A CO-DRAFTER...

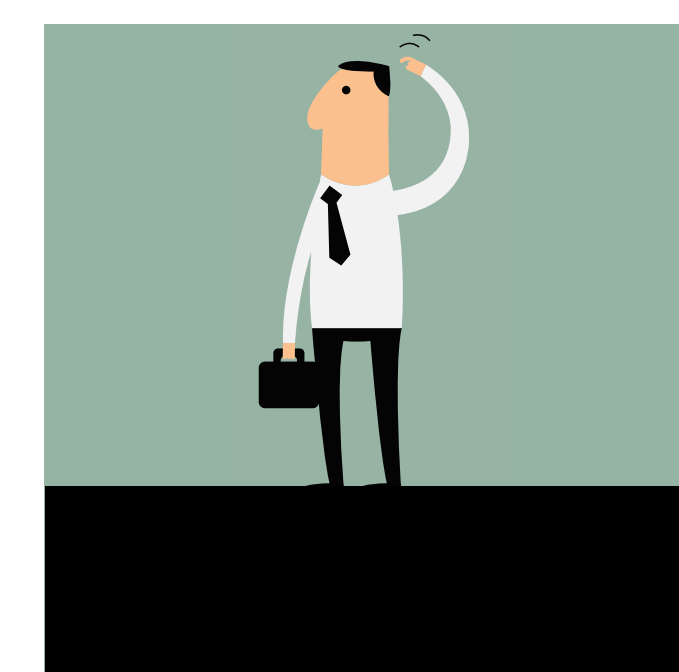
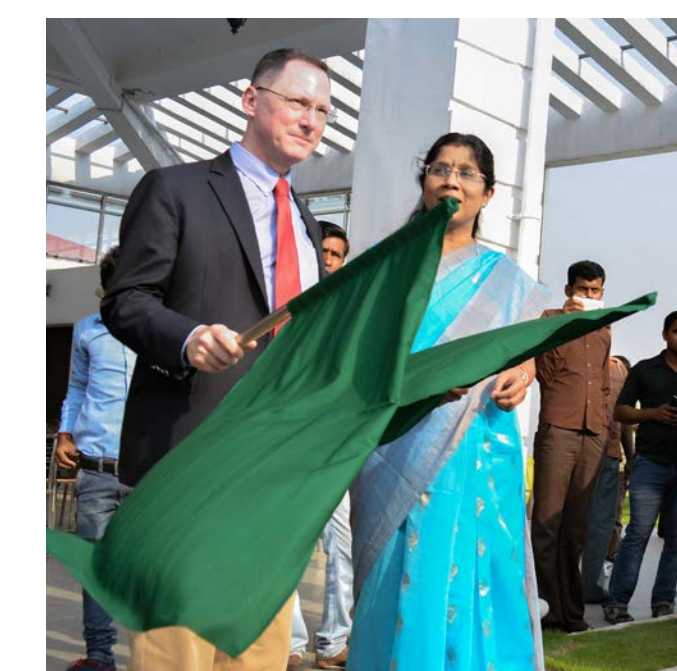
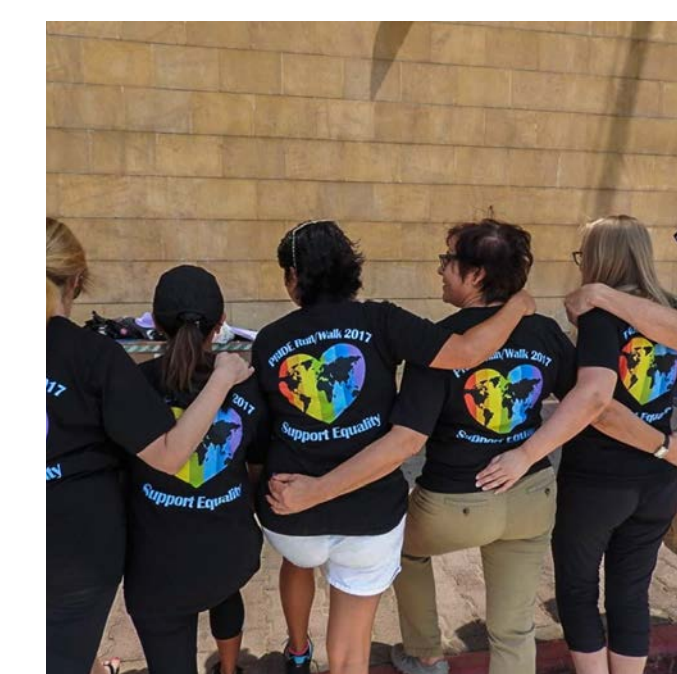
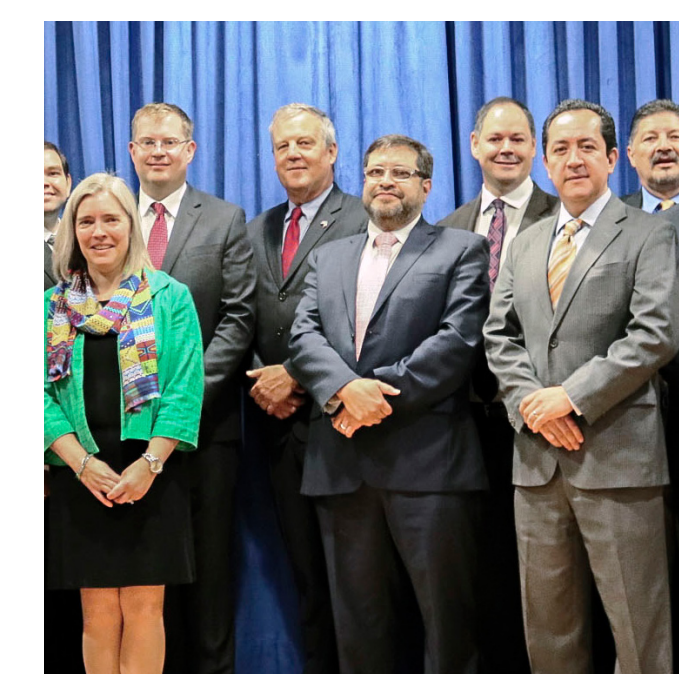
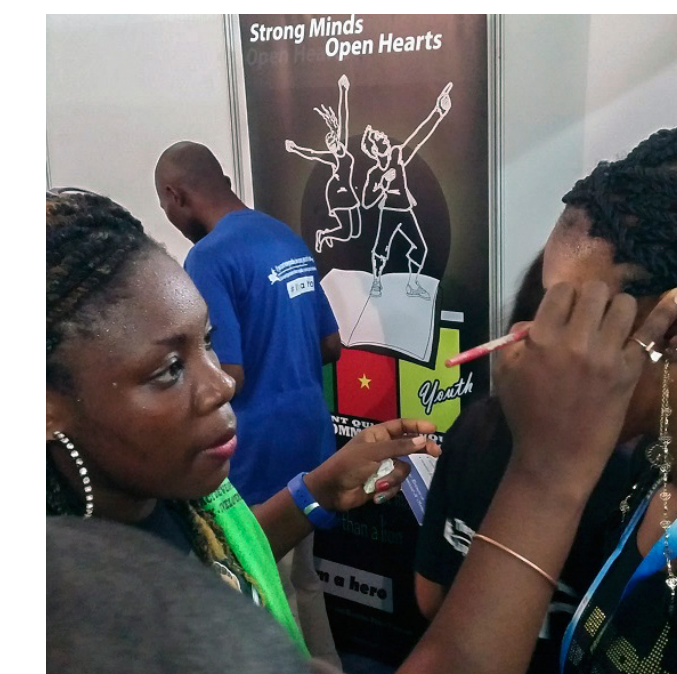


IT'S "BOYLE" WITH  
A "Y."





## Exhibit Opens on Guinea's History



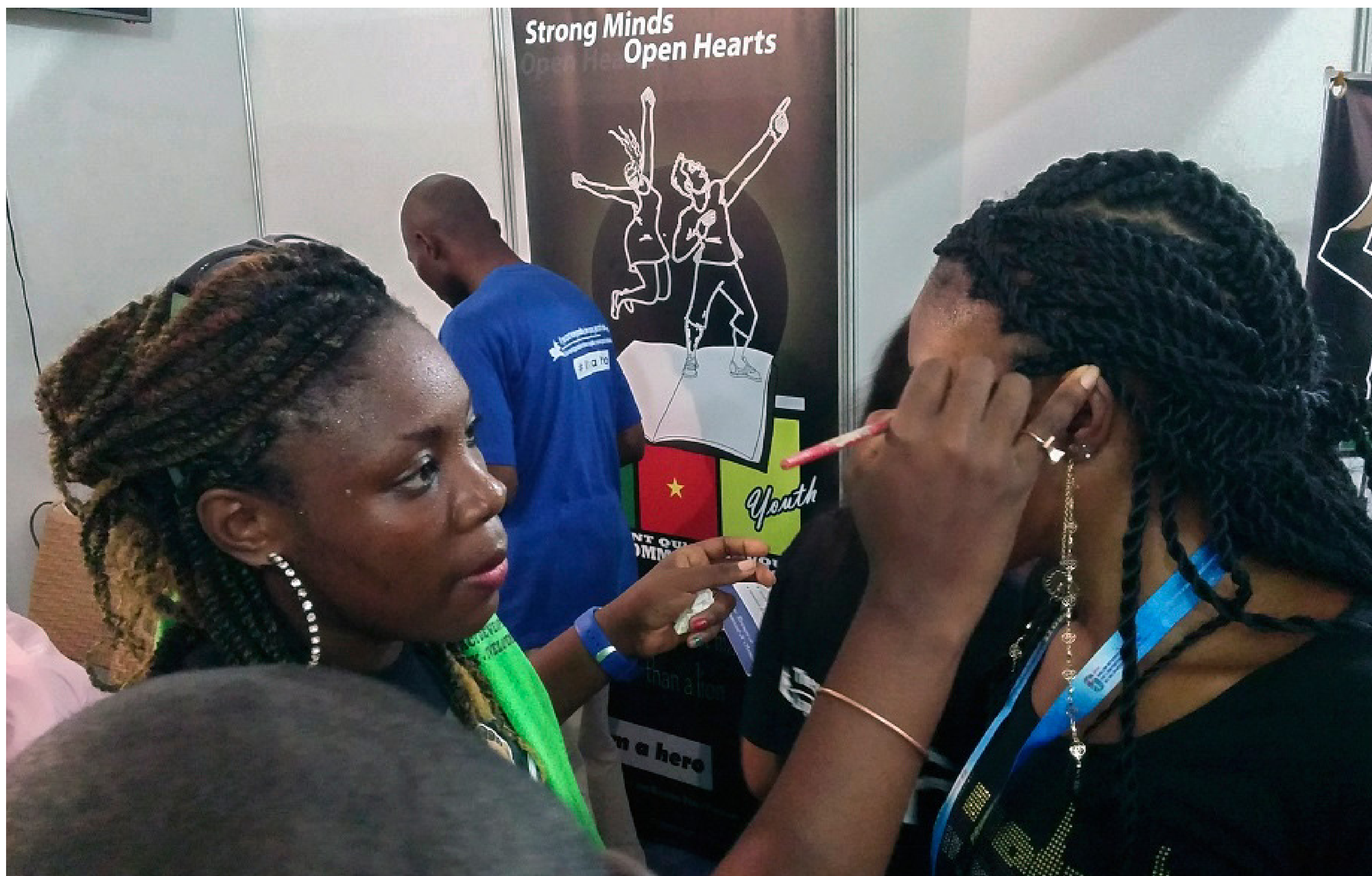
Fulbright Student Exchange participant Kelly Goldberg, center left, and Ambassador Dennis B. Hankins, of the U.S. Embassy in Conakry, center right, join National Museum of Conakry staff and others for the opening of a new public exhibit entitled “Archaeological Explorations of the Rio Pongo.” The March exhibit opening, attended by 150 guests, garnered praise for the embassy and Fulbright program, for helping to preserve Guinea’s past. The exhibit focuses on excavations of sites associated with the illicit exportation of slaves in the early- through mid-19th century period. ■

*Photo by David Kierski*

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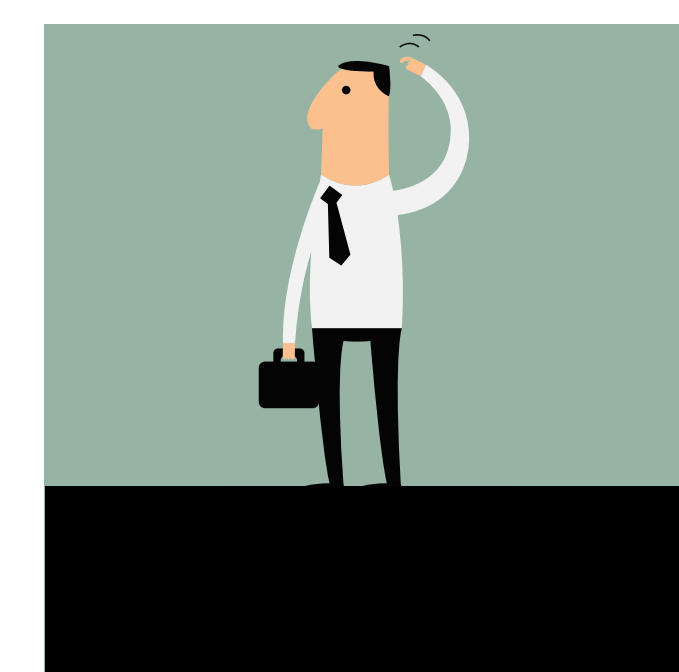
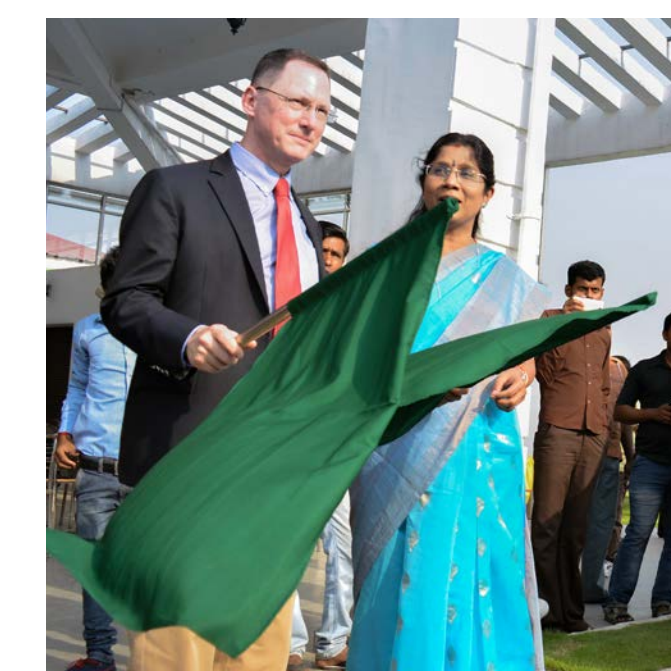
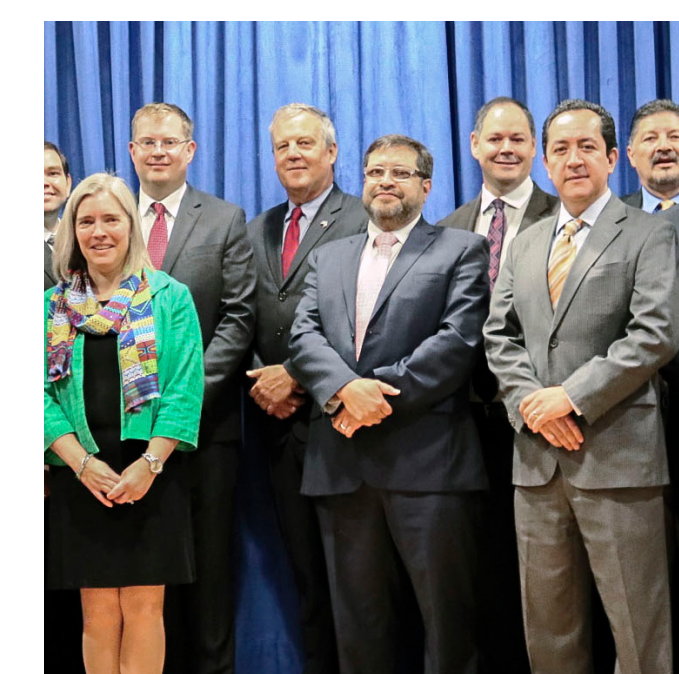
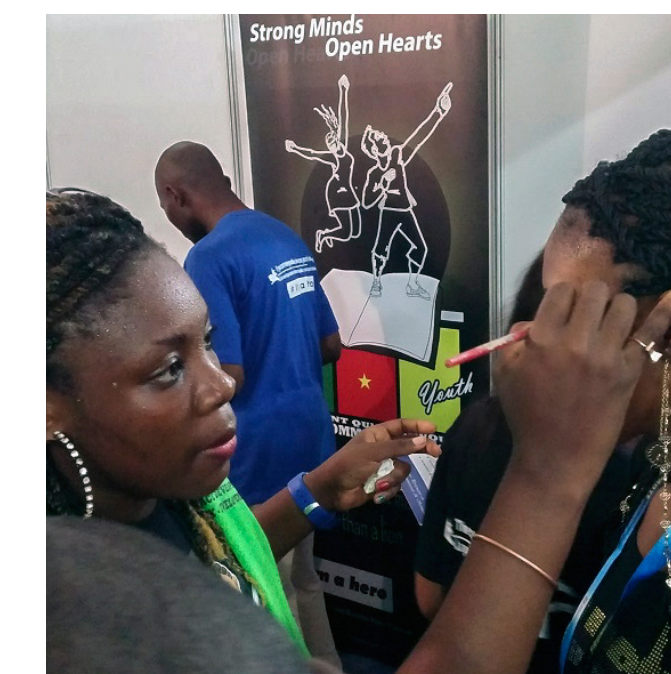


## USAID Engages Youth at Cameroon Expo



A young artist at a USAID-sponsored booth at an exposition in Cameroon paints an attendee's face. The group Sweet Art'frika, a youth project led by cartoonist and Mandela Washington Fellow Cedric Kenfack Njoya, engaged with 1,160 young Cameroonians through a USAID-Office of Transitional Initiatives-funded booth at Cameroon's leading trade and entrepreneurship expo. The project aims to generate momentum for a youth social movement for peace, progress and development through the arts. ■

*Photo by USAID-OTI*



  
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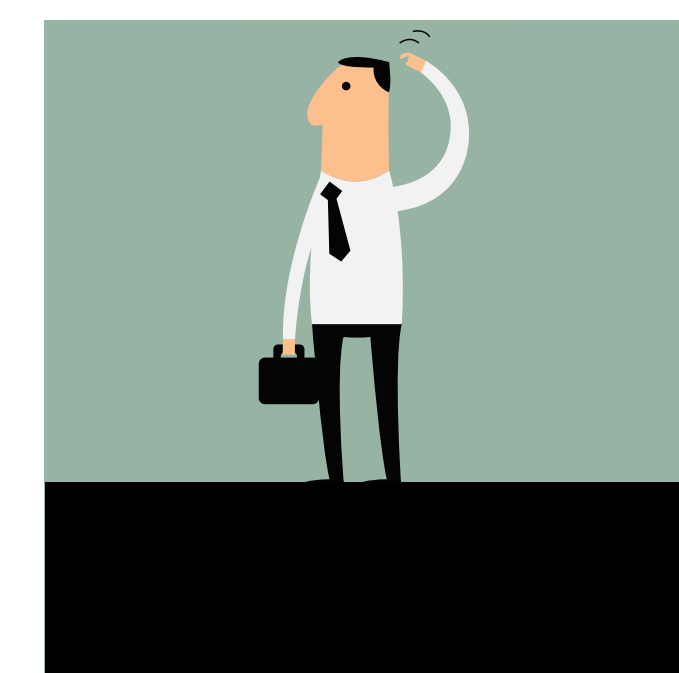
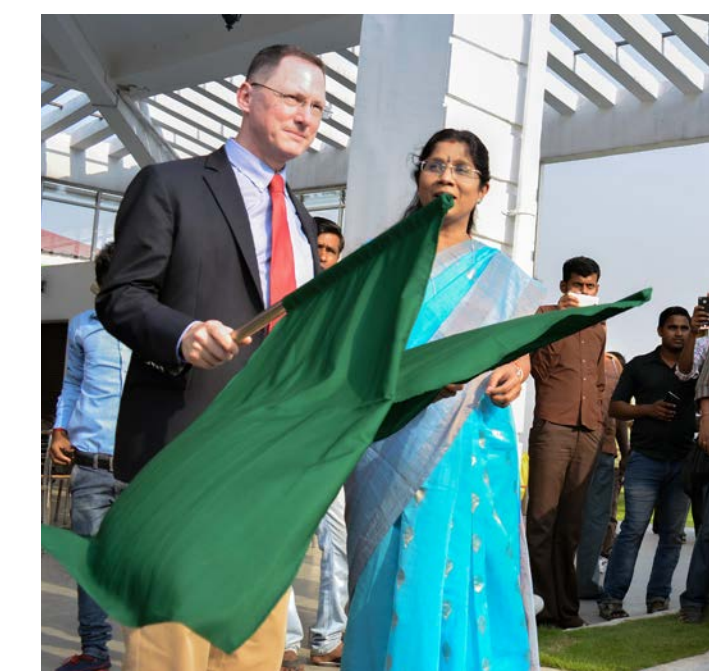
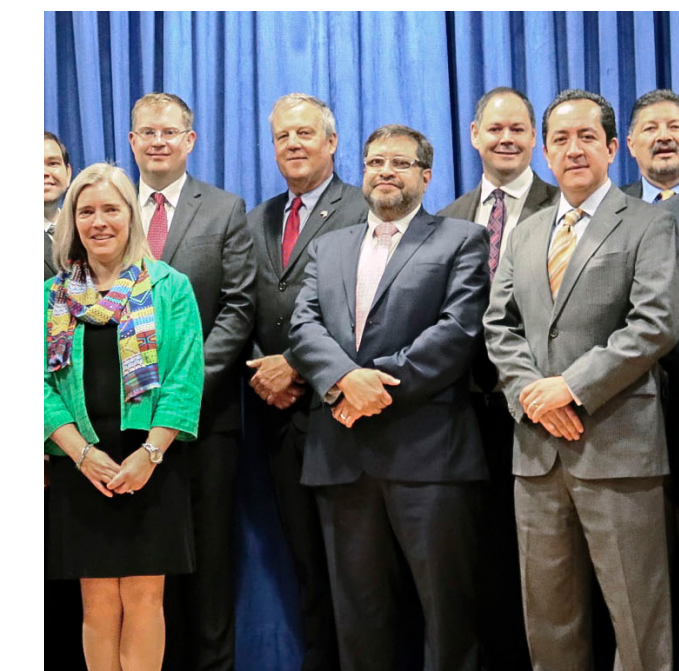
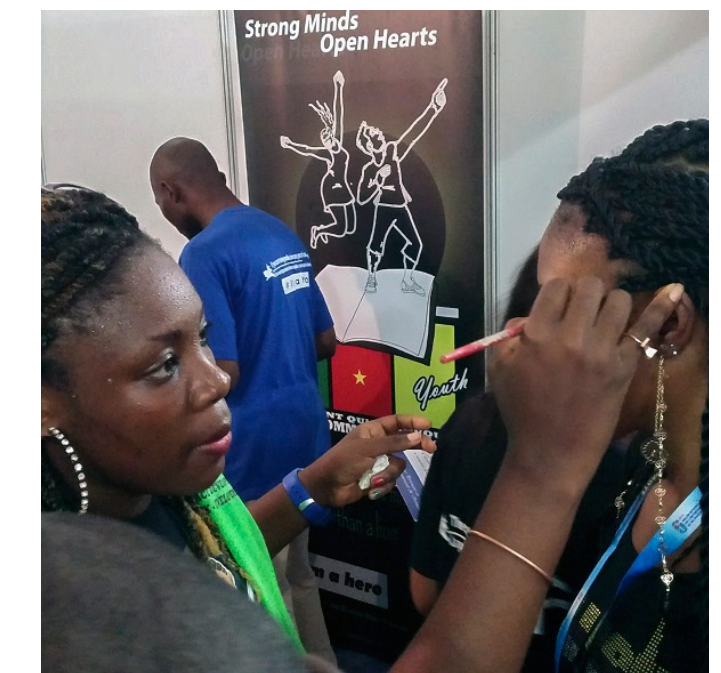


## U.S., Mexico Discuss Crisis Response



Officials from the U.S. Embassy in Mexico City and the Mexican Ministry of Foreign Affairs pose after discussing consular sections' best practices for crisis response in April. The embassy hosted the meeting with members of the Bureau of Consular Affairs' Overseas Citizens Services team to enhance its collaboration with Mexico regarding such natural disasters as Hurricanes Ingrid and Manuel in Mexico. The meeting focused on each country's coordination of crisis-response resources, and featured Deputy Assistant Secretary of State for Overseas Citizens Services Karen L. Christensen providing ideas to leverage technology, maximize resources and broaden communication during crises. ■

*Photo by Xixala Perez*



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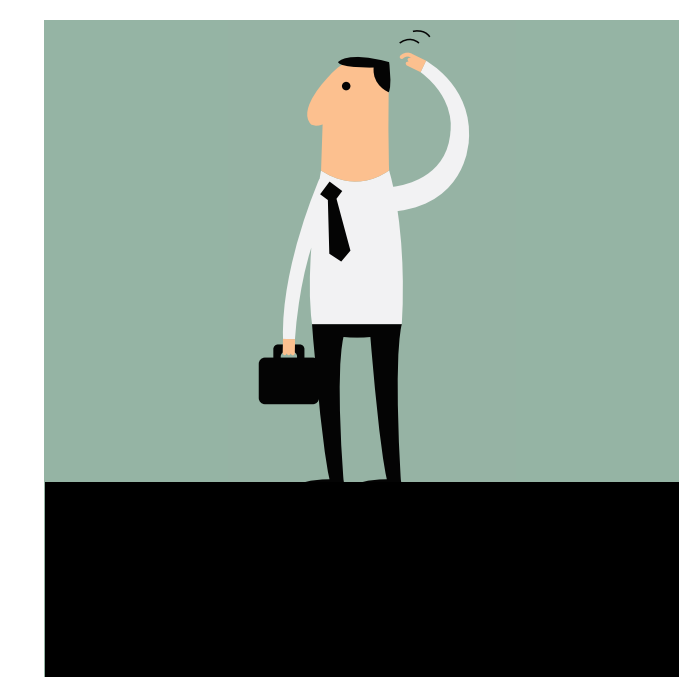
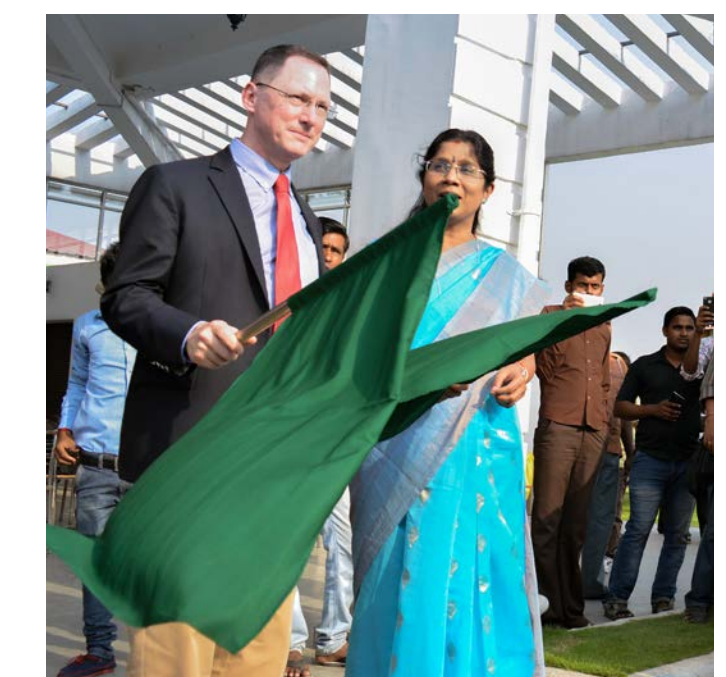
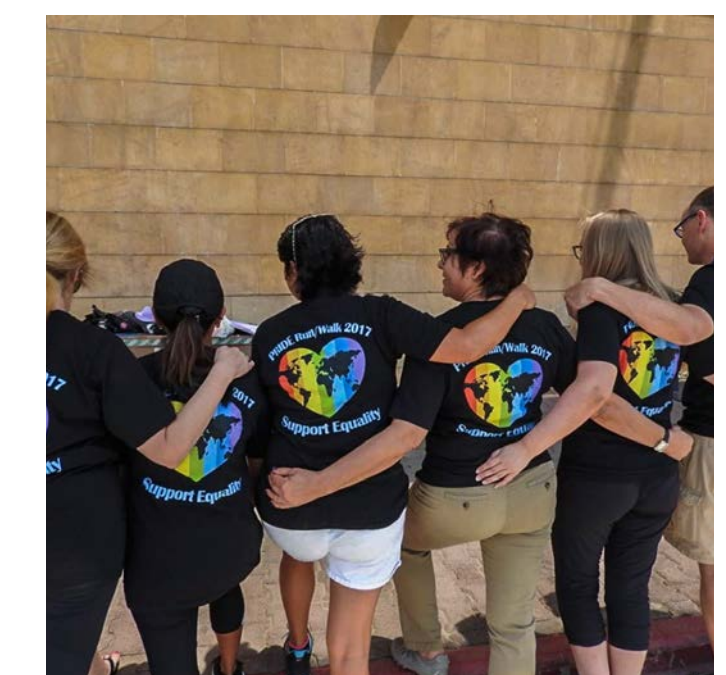
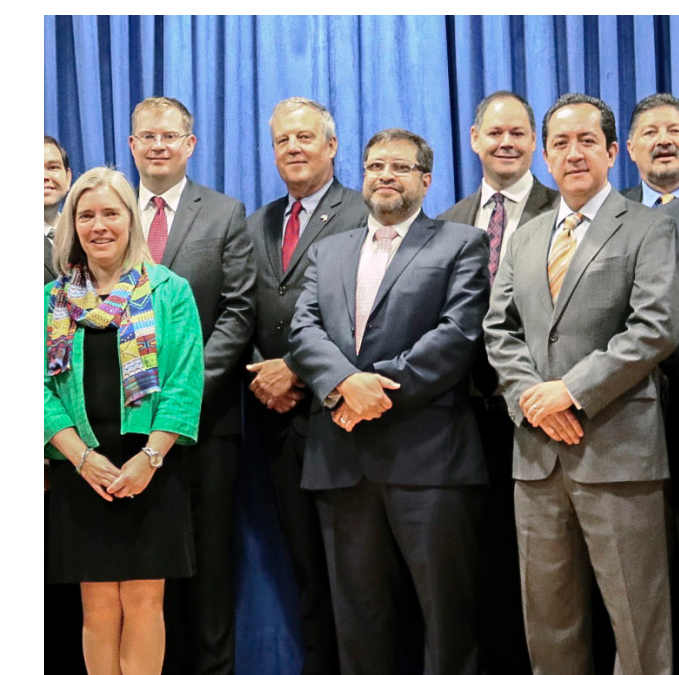
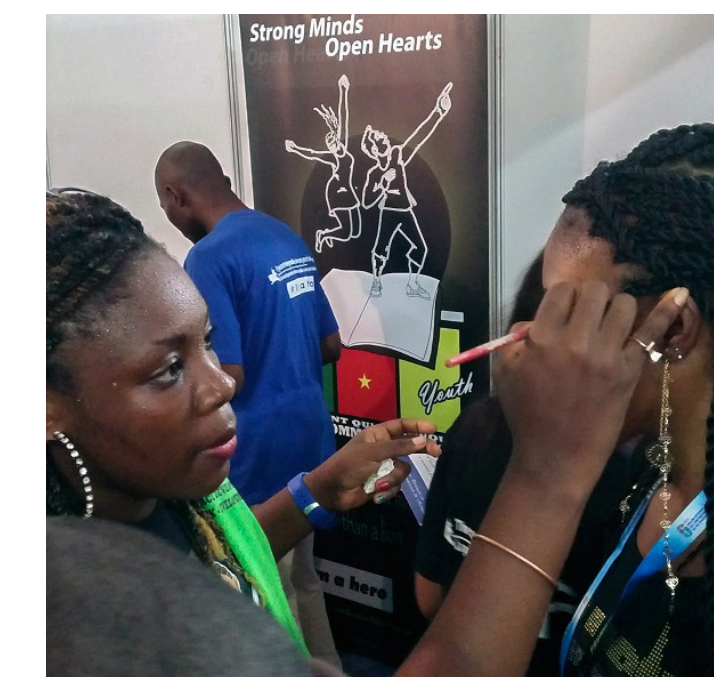


## Embassy Baghdad Holds First Pride March



Embassy Baghdad staff display the T-shirts commemorating the post's first Pride march, in May. The event involved members of the Embassy Baghdad community and the Gays and Lesbians in Foreign Affairs Agencies (GLIFAA) chapter at the embassy. The event occurred on the embassy compound and included a 3-kilometer walk and 5-kilometer run, drawing more than 60 participants and diplomats from six foreign missions. ■

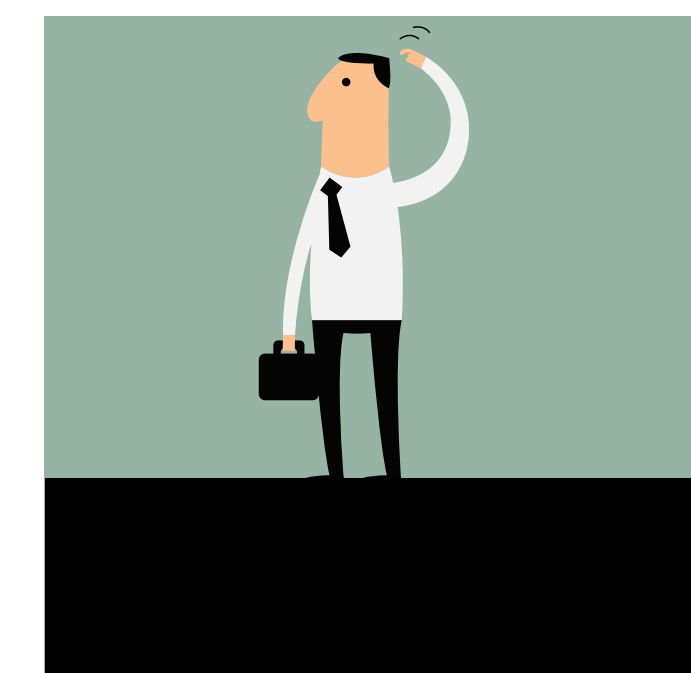
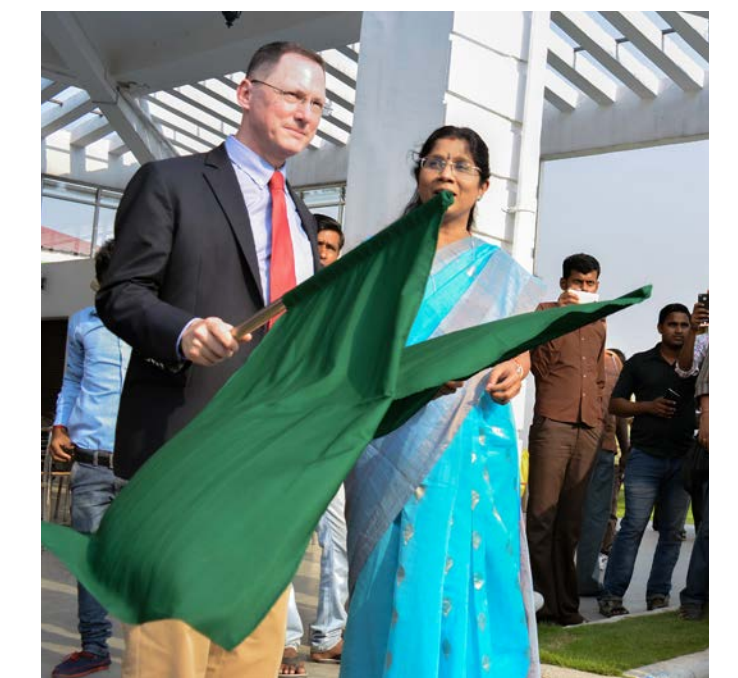
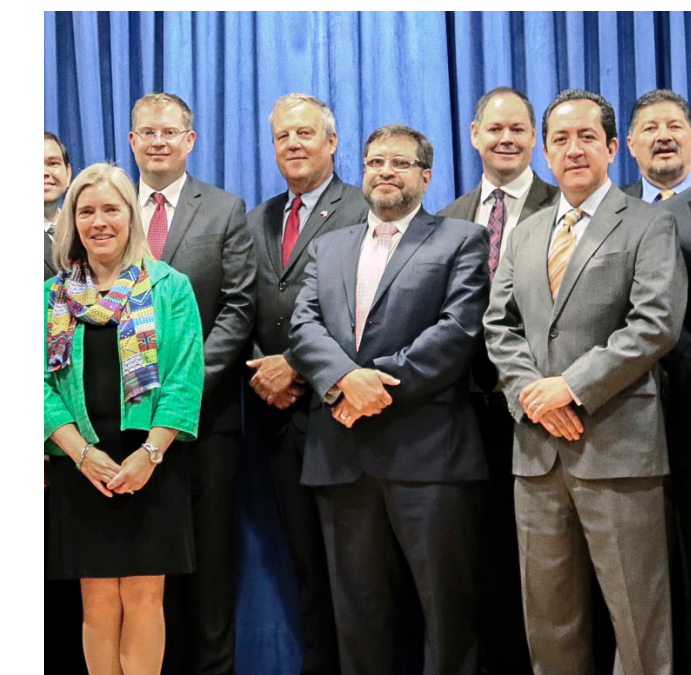
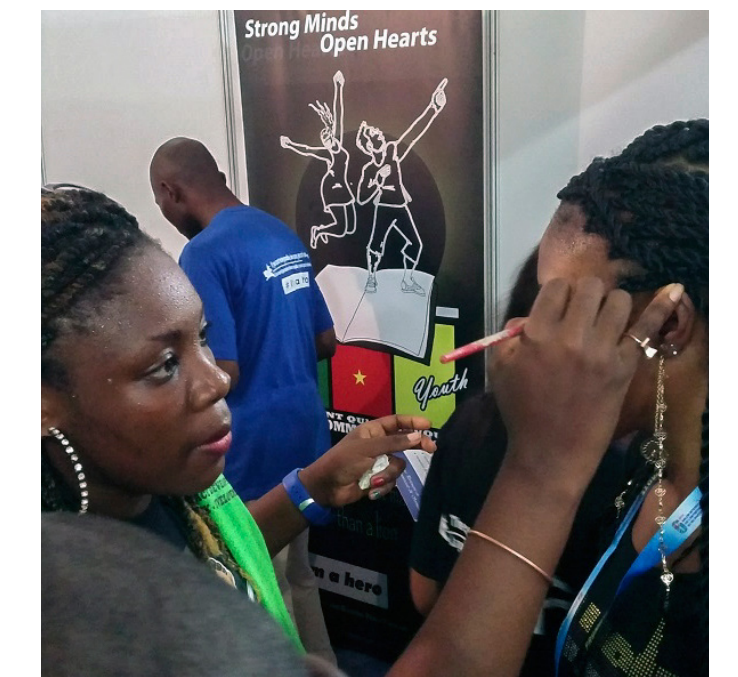
*State Department photo*



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## Consulate Fights Human Trafficking with Caravan



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Consul General Craig Hall of the U.S. Consulate General in Kolkata, left, and Dr. Shashi Panja, Minister-in-Charge of the Department of Women and Child Development and Social Welfare, West Bengal state, wave flags to send off the caravan that on March 17 began a three-state journey to raise awareness on human trafficking. Consulate Kolkata partnered with the NGO Contact Base to conduct the caravan campaign, which traveled to 115 locations across 19 districts of the West Bengal, Bihar and Jharkhand states. The campaign, which ended May 13, sought to reach approximately 60,000 people in the consular district and another 30,000 via social media. Video of the caravan is on [Youtube](#). ▣

*Department of State photo*



## Retirements

### Civil Service

Abell, Ida E.  
Aust, Belinda K.  
Barnett, Janice Marie  
Cherrington, Geoffrey A.  
Chick, Terrance E.  
Christian, John R.  
Cieslinski, Robert Louis  
Conde, Juan M.  
Cooks, Olga Y.  
Cordeiro, Claudia G.  
Cuttier-Vidovich, Laude  
De Nagel, Debra Gayle  
Devergie, Alain C.  
Dolan, Paula B.  
Fedenisn, John H.  
Fowler, Colleen  
Grenier, Janice E.  
Howard, James F.  
Hughes, John Peter  
James, Wanda M.  
Lee, Yumi B.  
Lemaster, Catherine Marie  
Lincoln, Ruth Ann  
Lunario, Edna E.  
Lunario, Henry F.

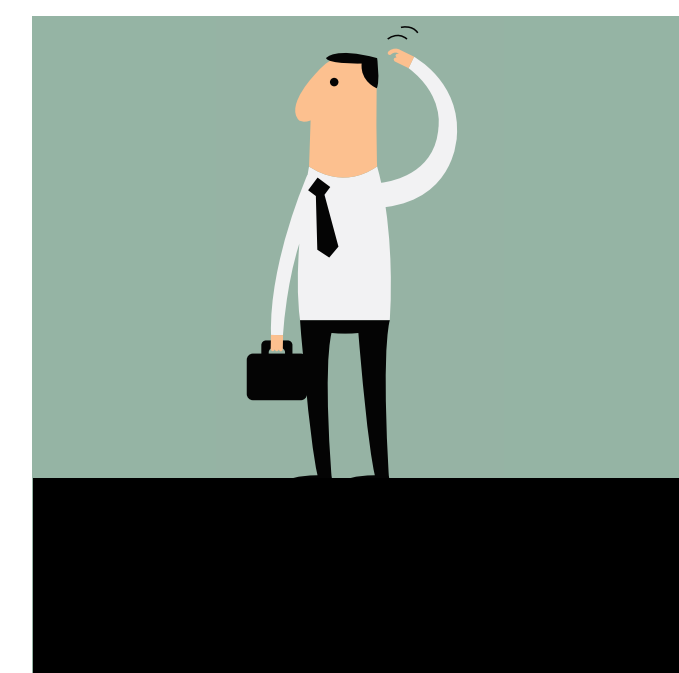
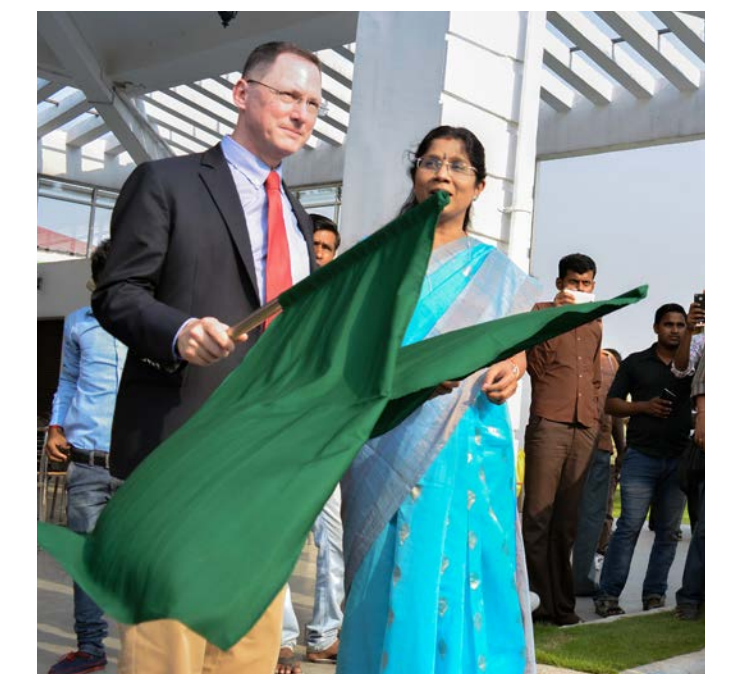
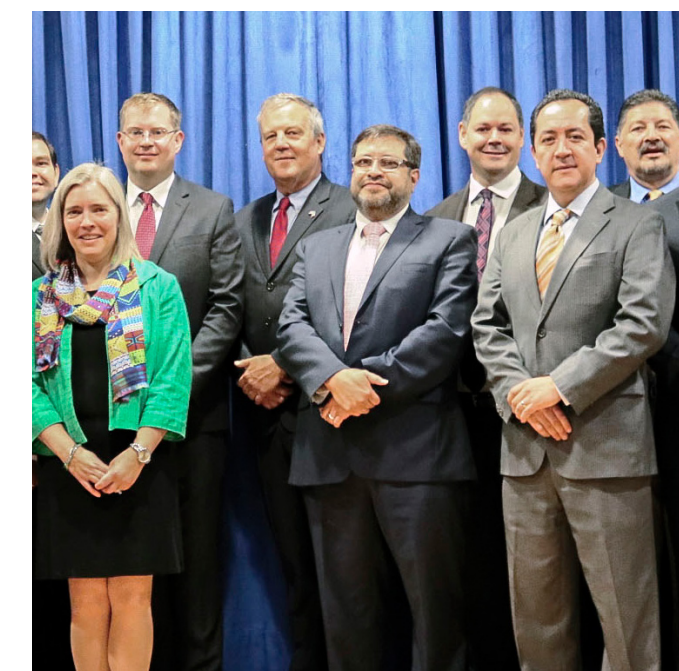
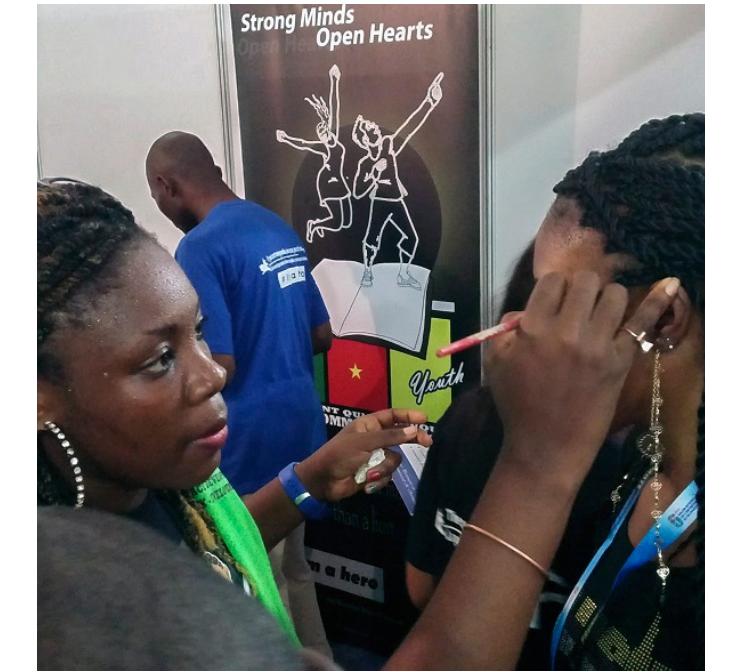
Madlener, Richard J.  
Milner, Margaret Glanville  
Onufrak, Gary A.  
Pizza, Gregory E.  
Reynolds, Rodney M.  
Salas, Penafrancia D.  
Scaringi, Marta E.  
Schmuecker, Brian L.  
Spence, Kevin D.  
Stewart, Sheila M.  
Swain, William B.  
Tayag, Fe  
Warren, Robert S.  
Waters, Sandra L.  
Williams, Paula Ann  
Zaranka, Joseph A.

### Foreign Service

Abeyta, Susan K.  
Aguirre, Alberto V.  
Anderson, Eric Charles  
Andrews, Theodore Howard  
Bing, Jeffrey L.  
Bixby, Jay H.  
Bretz, Michael B.

Bulkin, Carleton Myles  
Chapman, Gregory D.  
Coleman, Claire L.  
Cortese, Christopher T.  
Devilla, Dean L.  
Erickson, Andrew S. E.  
Evans, Rodney Allen  
Figueroa, Carlos I.  
Gibbons, Peter G.  
Gourlay, Elizabeth Perry  
Grice, Lisa D.  
Gurski, Alma R.  
Haley, Timothy G.  
Harville, John W.  
Hicks, Howard A.  
Hicks, Jeffrey B.  
Hunter, James Joseph  
Johnson, Debra I.  
Kavanagh, Christopher  
Kenney, Kristie Anne  
Kontek, Thaddeus L.  
Kronenburg, Stephanie A.  
Lipinski, John M.  
Macy, Michael  
McCarthy, Patricia Sheehan

Mitchell, Mark Paul  
Moone, Joseph E.  
Mulrean, Peter F.  
Murphy, Mary E.  
Mutschler, Susan K.  
Nadeau, Carla T.  
Nuland, Victoria Jane  
Ober, Richard C.  
O'Friel, Paul Christopher  
Ordonez, Michael A.  
Pare, Etienne J.  
Pierrot, Garry  
Pines, Nathaniel J.  
Poulton, Lynette J.  
Rodriguez, Deborah Ann  
Rodriguez, Rodney  
Roth, Michael R.  
San Miguel, Dennis  
Schellack, Rodney Lynn  
Starr, Karen  
Thomason, Olin  
Tompkins, Wesley M.  
Weech-House, Gilda T.  
Whatley, Reginald E.  
White, Margaret Bryan



  
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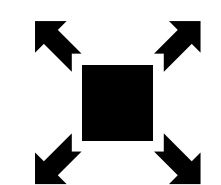
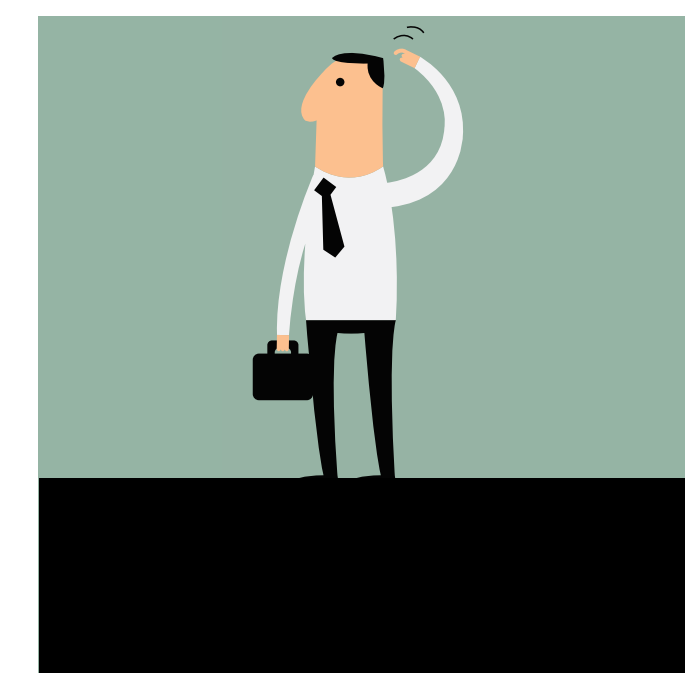
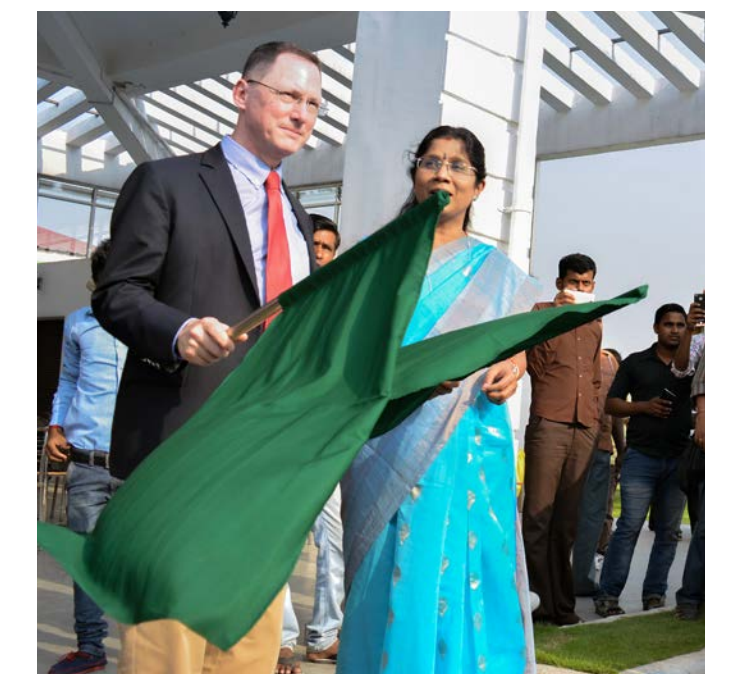
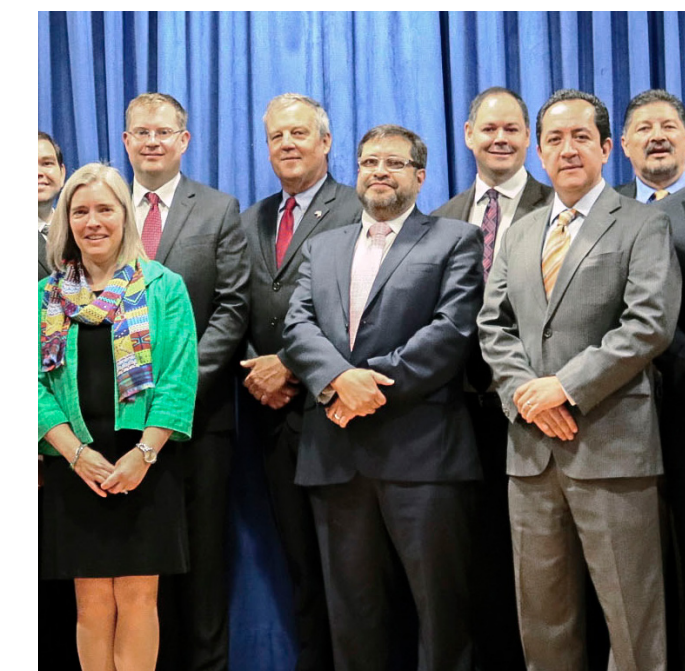
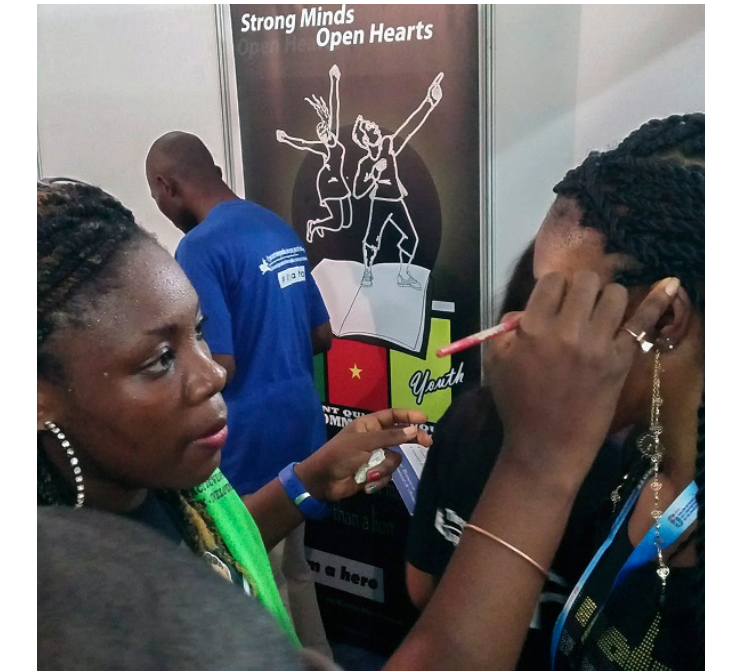


## Ethics Answers

**Q:** I am interested in teaching a class on human rights at a university in my personal capacity. I have expertise in this subject by virtue of my employment at State. Can I do this, and are there any ethics considerations I should bear in mind?

**A:** You can do this, but there are a number of considerations you need to keep in mind. First, you may accept compensation for teaching the class only if this class is part of a regularly established curriculum at this university. Second, you must recuse yourself from any matters involving or affecting that university here at the Department of State. Under a criminal statute, U.S. government employees cannot “represent back” other persons or entities to the U.S. government. That means that you should not send emails, take meetings with or otherwise interact with U.S. government officials in your capacity as an adjunct professor, because you would be doing so on behalf of the university or its students. In addition, employees may not use their public office for their own private gain. Thus, as part of your course, you should not offer to have your students visit the Department as part of their class curriculum. In fact, you should steer clear of anything that would appear to leverage your position with the Department to benefit the students of your class specifically and the university generally.

*Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email [ethicsattorneymailbox@state.gov](mailto:ethicsattorneymailbox@state.gov)*



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# Operational Medicine

## Supporting diplomacy at high-threat posts

By Taundria Cappel and Valentina Tasevska,  
logistics management specialists, Bureau of Management Services

# Medical Report

**T**he Bureau of Medical Services' (MED) mission safeguards and promotes the health of America's diplomatic community. MED administers the Department's medical program by providing medical support to employees overseas and their family members working abroad. Essential to MED's effort is its Operational Medicine Program, which is executed by the Directorate of Operational Medicine through the Office of Strategic Medical Preparedness and the Office of Protective Medicine. These two offices accomplish this in partnership with Foreign Service medical specialists and health unit staff at posts, Civil Service professionals, DOD officers and private sector professionals dedicated to mitigating medical risk.

The Directorate of Operational Medicine supports biocontainment and crisis response, and contingency medical planning and preparedness (executed by the Office of Strategic Medical Preparedness) and provides direct medical support to security and protective operations (via the Office of Protective Medicine). It also offers executive leadership and oversight of the Operational Medicine Program and manages cross-cutting and crisis-specific task forces, led by its managing director.

Within Operational Medicine, the Office of Strategic Medical Preparedness (SMP) supports the synchronization of medical contingency plans, ensuring that personnel at high-threat posts have well-rehearsed contingency plans for mass-casualty events and that posts are prepared to address the aftermath of a terrorist attack or natural disaster. The Mass Casualty Event Preparedness subprogram conducts mass-casualty event contingency planning and training for mission personnel to prepare them to respond effectively to such events. SMP also works to see that every U.S. government facility overseas has the appropriate medical equipment and supplies to address the aftermath of a terrorist attack, natural disaster or infectious disease outbreak. This critical life-safety effort ensures employees have access to emergency medical kits and pandemic-related pharmaceuticals.

The directorate's Office of Protective Medicine, meanwhile, has a different role. It provides operational medical support for security, crisis, contingency and protective operations worldwide. It does so through subprograms providing embedded medical support to regional security offices at select high-threat posts. One subprogram offers direct medical support to Bureau of Diplomatic Security operations abroad. Another relies on Civil Service emergency management specialists, who provide operational and tactical medical contingency planning and direct medical support for security and protective operations. A third sub-program provides direct medical support to the secretary and the secretary's protective detail. To date, Protective Medicine has provided medical support in more than 75 different locations, primarily high-threat and/or medically austere locations, including South Sudan, Somalia, Antarctica, Central African Republic, Kenya, Algeria, Libya, Pakistan, Iraq and Haiti.

The Secretary sees protecting the health and safety of deployed personnel as a core Department value, and the Directorate of Operational Medicine stands ready to assist in promoting this by mitigating the unique health risks faced by those living and working overseas. Operational Medicine Program Manager Pat Corcoran says his team "thrives when faced with new challenges—a reflection of the people that make up our team. Nobody joined Operational Medicine because it would be easy; they did it because they believe in what we do and take pride in performing honorable service for their country." ■



# In Memoriam

## Donald K. Bandler



Donald K. Bandler, 69, died in Bethesda, Md., Feb. 24 from complications from early onset Alzheimer's disease. An FSO from 1976 until retirement in 2002, Bandler served in Cameroon, Paris, Bonn and Cyprus. In Paris, he was head of Political-Military Affairs and then DCM and chargé. He was also minister-counselor for Political and Legal Affairs in Bonn, special assistant to the president, senior director on the National Security Council and ambassador to Cyprus. He received the Department's Superior Honor Award four times and the French Legion of Honor. An avid photographer, he had several exhibits, including one at the Fisher Museum in Los Angeles.





# In Memoriam

## E. Lloyd Davis



E. Lloyd Davis Sr. died May 26 at an assisted-living community in Pikesville, Md. An FSO, he joined the Department in 1966 and served in Ghana, France and several countries in the Caribbean, and Central and South America as a budget and fiscal/administrative officer. In 1979 he attended the National War College. After retirement in 1991, he worked as a WAE in Romania, Croatia and Kazakhstan. He was an avid foreign currency collector and a devout Christian who penned many hymns, most of them copyrighted.





# In Memoriam

## Eli Flam



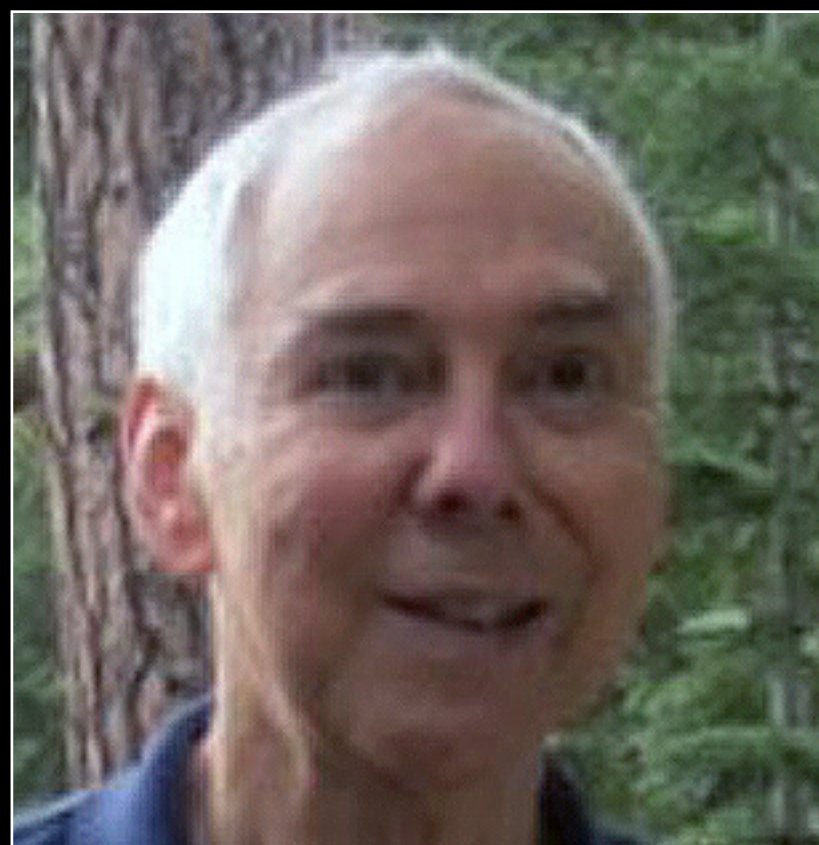
Eli Flam, 83, of New Smyrna Beach, Fla., died May 19 from heart failure. A onetime copy boy for the New York Times and a reporter at The Greenwich (Conn.) Times, Flam served in The U.S. Army, starting in 1956, and later joined the U.S. Information Agency, serving in Caracas, Madrid, Barbados and Buenos Aires, and in Moscow as press officer in the U.S. Embassy. He became head of the Voice of America's USSR Division and later headed VOA's Latin American Division. In retirement, he launched a quarterly journal dedicated to reviews of current books acquired for the Charles County (Md.) Library and hosted a monthly cable TV show.





# In Memoriam

## Paul Guedet



Paul Guedet died April 16 on Vashon Island, Wash. After service in the U.S. Marine Corps (1957–1962), he worked in the shipping industry and then spent 30 years with USAID. He served in Uganda, Kenya and Nepal, and was deputy USAID mission director in Pakistan and mission director in Botswana. He retired in 1994, moving to Vashon Island in 1999.





# In Memoriam

## Frederick Irving



Frederick Irving, 95, a former ambassador and retired FSO, died Nov. 13, 2015, in Amherst, Mass. He served on a B-24 bomber during World War II and joined the Foreign Service in 1949. His people-to-people programs included hosting the first athletic teams from China to visit the United States. He served in Vienna and as ambassador to Iceland and Jamaica, and as assistant secretary of state for Oceans, Environment and Science. After retiring, he joined Harvard's Kennedy School of Government. He authored a memoir, and in 2017 posthumously received the National War College's first Distinguished Alumni Award.





# In Memoriam

## Helen Bachelor Kelly



Helen Bachelor Kelly, 70, a retired Foreign Service office management specialist, died April 1 in Montgomery, Ala. Prior to joining the Department, she worked for 22 years in constituent services for U.S. Senator Robert Byrd of West Virginia. Her Department of State postings included Karachi, Tunis and the Bureau of Human Resources. She was an avid tennis player and walker.





# In Memoriam

## Veronica “Jean” Krussel



Veronica “Jean” Krussel died peacefully June 6 at Auburn Regional Hospital in Auburn, Wash. Krussel was born Aug.17, 1928, in Fairfax, SD, graduated from Kennewick High School 1956 and served four years in the U.S. Navy. She worked in Washington, D.C., for the Department and traveled the world.





# In Memoriam

## Alexander “Mac” McKinnon



Alexander “Mac” McKinnon died April 24, A World War II veteran who landed in the D-Day invasion and fought in numerous battles, he became a master sergeant before entering the Foreign Service. McKinnon served in the White House as well as the Dominican Republic, Egypt, the Gambia, Laos, Malawi and Vietnam, retiring in 1986. A lifelong athlete and sports fan, he played golf into his late 80s and took enormous pleasure teaching his granddaughter the sport.





# In Memoriam

## John Holmes Miller



John Holmes Miller, 75, died April 5 after a long illness in Falls Church, Va. As an FSO, he focused on Japan and East Asia, serving during his 25-year State career in Japan, South Korea, the Philippines and Canada. Upon retirement in 2000, he joined the faculty at the Asia-Pacific Center for Security Studies and later became Asia chair at FSI. He also published books on modern East Asia (2008) and on American political and cultural perspectives on Japan (2014) and enjoyed volunteer lecturing on Asian history and politics.





# In Memoriam

## Sharon Elspeth Oper



Sharon Elspeth Oper, 76, died June 2 from lung cancer, in Longboat Key, Fla., where she lived for the last 20-plus years. She joined the Foreign Service in the 1970s as an office management specialist and served in Zaire, Pakistan, Thailand, Kenya, Spain and Chile, where she said she hid three American nuns from the secret police during her tour. In 1993–1994, she was part of a then-Secretary of State Warren Christopher's advance team for Middle East trips. She enjoyed international cultures and cuisines, and tennis. She was also a member of Temple Beth Israel and loved animals, photographing hundreds of birds on the beach near her home.





# In Memoriam

## Nathanial “Jim” Pines



Nathanial “Jim” Pines, 57, died April 27 of bladder cancer. He joined the Foreign Service in 1996 as a facilities manager following many years in private industry and served in Manila, the Philippines, Seoul, Kabul, London, South Korea, Jakarta, Indonesia, San Salvador and El Salvador. In Washington, D.C., he was a manager in the Bureau of Overseas Buildings Operations. Over a 20 year career, Pines mentored colleagues and helped his staff achieve their goals. He will be remembered for his caring attitude, warmth, wit, intellect and passion for life.





# In Memoriam

## Barrett Krausz Stephens



Barrett Krausz Stephens, wife of retired FSO Bart Nelson Stephens, died March 13 in Lynchburg, Va. She accompanied her husband to posts in Greece, Germany, Poland, Austria and Thailand from 1950 until 1982, when he retired. At these posts, she supported the cultural programs for which her husband was responsible and participated in representational and social activities. She designed and decorated the interiors of the Amerika Haus in Nuremberg, Germany, in 1957 and the ambassador's residence in Bangkok in the 1970s.





# In Memoriam

## George Summers



George Summers, 76, died April 11 in Georgetown, Texas, of natural causes. Summers served in the Air Force before serving 29 years in the Foreign Service. He was a diplomatic courier in Germany, where he met his wife of 41 years, and then a consular officer until his retirement in 1996. He served in Mexico on four occasions, as well as in Germany, Bolivia, Peru, the Netherlands and the Dominican Republic. He retired to his home state of California before moving to Texas in 2013.





# In Memoriam

## Willie A. Whitten



Willie A. Whitten Jr., 87, died April 22 in Loganville, Ga. Whitten, who held a doctorate in adult education, retired from the Foreign Service in 1987 after a 24-year career. He served in Afghanistan, Liberia, Tanzania and parts of Asia. His interest in genealogy and photography culminated in the 2000 publication of the story of the Beulah Baptist Church and its community in Choctaw County, Miss.





# In Memoriam

## Dennis Williams



Dennis Williams, 70, died Nov. 4, 2016. He served for 40 years with the Bureau of Diplomatic Security, from 1976 until just before his death. He was a regional security officer in Japan, Jamaica and Egypt, and performed security for the 1984 Olympics and the U.N. General Assembly. He also provided security for President Aristide in Haiti, President Jimmy Carter, Prince Charles, Yassir Arafat, Imelda Marcos and others. He received the Award for Valor for thwarting an assassination attempt against himself and two colleagues.





# End State

Petra is a famous archaeological site in Jordan's southwestern desert. Dating to around 300 B.C., it was the capital of the Nabatean Kingdom. Accessed via a narrow canyon called Al Siq, it contains tombs and temples carved into pink sandstone cliffs, earning its nickname, the "Rose City." Perhaps its most famous structure is 45m-high Al Khazneh, a temple with an ornate, Greek-style facade, and known as The Treasury.

*Photo by Marc Veraart*

